

Out-of-Scope Benchmark Descriptors

For Out-of-Scope Government Employees

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Saskatchewan 

Management Class Plan Benchmark Descriptors

The purpose of benchmark descriptors is to provide examples of work that represent the level determinants within a factor. They are not for the purpose of representing different types of work. They serve as a check on how the typical nature of duties or essence of the job relates to the particular equivalency statement or indicators in a factor.

*As such, benchmark descriptors are **concise summary statements** of the principle features of a job and how they relate to the specific factor.* They are not intended to capture attributes that do not impact on the rating level.

The number of benchmark descriptors should be kept to a minimum, as too many increases the complexity of the job evaluation system, makes maintenance of the plan difficult, and increases the potential for variations in application. Raters will have increased difficulty understanding all the benchmarks and the capacity of the system to function with integrity will be eroded if raters do not understand why the rating of a benchmark descriptor is different from a higher or lower benchmark.

Benchmark descriptors are necessary, in part, because there is a tendency for employees to want the plan to be “black and white” and not require judgment or interpretation. As the job evaluation factors/equivalency statements must be based on common, non-occupation specific criteria, it is not possible to write enough variables to capture all the unique duties and responsibilities that exist in the myriad of government jobs, such that judgment and interpretation would not be required. Moreover, the purpose of the job description is to outline responsibility in relation to the mandate/goals of the organization, not portray the job in the context of job evaluation criteria. Benchmark descriptors combined with equivalency statements or indicators enable consideration of the full content of any job.

MCP Benchmark Listing

BM #	Title	Class Levels	Factors & Ratings		
			1	2	3
EXECUTIVE ADMINISTRATION (MSG Series)					
10	Administrative Assistant, Compensation Public Service Commission	MCP01	1	1	1
66	Executive Assistant to the Chair Financial Services Commission	MCP02		1	
45	Administrative Assistant Municipal Affairs	MCP02	1	2	
22	Executive Director's Assistant, Planning and Policy Labour	MCP02	2	1	1
54	Judge's Administrative Assistant Justice and Attorney General	MCP02	2	1	
15	Administrative Assistant, Human Resources Corrections, Public Safety and Policing	MCP02	2	2	
53	Deputy Minister's Administrative Assistant Agriculture	MCP03	2	3	
CONSULTING AND ADVISORY ROLES					
Support Services – Finance					
8	Consultant, Financial Operations Social Services	MCP06	4	4	
60	Financial Management Analyst Finance	MCP07	4	5	
41	Senior Consultant, Capital Priorities SaskBuilds and Procurement	MCP08	4	6	
Support Services – Human Resources					
13	Human Resource Consultant Energy and Resources	MCP05	3	4	2
17	Junior Classification Consultant Public Service Commission	MCP05	3	4	2
16	Human Resource Consultant Health	MCP06	4	4	
42	Classification Consultant Public Service Commission	MCP06	4	4	
30	Vocational Rehabilitation Consultant Public Service Commission	MCP07	4	5	
61	Senior Equity, Diversity, and Inclusion Consultant Public Service Commission	MCP08	4	6	
31	Labour Relations Consultant Public Service Commission	MCP08			3

Support Services – Information Technology					
39	Business Architect Integrated Justice Services	MCP07	4	5	
40	Solution Architect SaskBuilds and Procurement	MCP08	4	6	
Program/Services Delivery					
62	Junior Protocol Officer Government Relations	MCP04		3	
32	Project Engineer Highways and Infrastructure	MCP06		4	2
18	Precambrian Project Geologist Energy and Resources	MCP07		5	2
Policy and Program Development					
38	Program and Financial Analyst Community Living Division Social Services				1
49	Senior Policy Analyst Justice and Attorney General	MCP07	4	5	
63	Data Scientist Ministry of SaskBuilds and Procurement	MCP07	4		
3	Senior Child Protection Program Consultant Social Services	MCP08	4	6	
43	Senior Indigenous Advisor	MCP09	5		
9	Senior Policy Advisor, Policy and Planning Executive Council	MCP10	6	8	
MANAGERIAL ROLES					
Support Services					
26	Human Resource and Finance Administrator, Children’s Advocate	MCP05	4	3	
33	Manager, Branch System Solutions Health	MCP07	4	5	
48	Director, Systems Services Industry and Resources (previous name)	MCP08	5	6	
56	Director, Finance and Operations Services Ministry of Trade and Export	MCP09	5		
28	Director, Communications and Public Education, Justice, Corrections and Public Safety	MCP10	5	8	3
68	Director, Finance, Accountability and Corporate Services - First Nations and Métis Relations	MCP09	6	6	
23	Director, Human Resources Highways	MCP09	6	7	
44	Executive Director, Corporate Services Environment	MCP10	6	8	
46	Executive Director, Labour Relations and Mediation Labour Relations and Workplace Safety	MCP10			4

Policy and Program Development					
58	Director, Transportation Policy Highways	MCP09	5	7	2
Program/Service Delivery					
50	Operations and Planning Engineer Highways and Infrastructure	MCP04	3	3	
47	Park Supervisor Tourism, Parks, Culture and Sport	MCP05	3	4	
35	Regional Business Manager Social Services	MCP06	3	5	2
36	Manager, Farm Stress Unit Labour	MCP07	4	5	
65	Manager, Regional Support Services SaskBuilds and Procurement	MCP08	4	6	
2	Deputy Director of Security, Saskatoon Correctional Centre, Corrections, Public Safety and Policing	MCP08	4	6	
4	Director, Maintenance Enforcement Justice and Attorney General	MCP08	4	6	2
5	Director, Kilburn Hall Corrections, Public Safety and Policing	MCP08	4	6	3
19	Director, Coroner Services Justice	MCP08	4	6	
20	Integrated Resource Manager Environment	MCP08	4	6	
37	Manager of Community Planning Municipal Affairs	MCP08	4	7	
69	Director, Project Delivery (South) SaskBuilds and Procurement	MCP08	4		
34	Manager, Trade and Logistics Highways and Infrastructure	MCP08			3
6	Director, Child Day Care Social Services	MCP09	5	7	
25	Senior Design Engineer Highways and Infrastructure	MCP09	5	7	
52	Director, Science and Technology Curriculum and E-Learning Education	MCP09	5	7	
67	Director, Apprenticeship Apprenticeship and Trade Certification Commission	MCP09		7	
70	Director, Major Capital Projects Health	MCP09	5	7	
7	Regional Director, Regina Region Social Services	MCP10	5	8	3
21	Manager of Budget Review Finance	MCP10	5	8	
24	Director, Environmental Protection Environment	MCP10	5	8	3
27	Executive Director, Strategic Sector Development Energy and Resources	MCP10			2

29	Executive Director, Lands and Consultation First Nations and Métis Relations	MCP10			4
1	Executive Director, Population Health Health	MCP11	5	9	
ASSISTANT DEPUTY MINISTER ROLES					
11	Assistant Deputy Minister Labour	MCP11	6	9	
14	Assistant Deputy Minister, Industry Development Energy and Resources	MCP12		9	4
12	Assistant Deputy Minister, Corrections Corrections, Public Safety and Policing	MCP12	6	10	
51	Assistant Deputy Minister, Operations Highways and Infrastructure	MCP12		10	
55	Assistant Deputy Minister, Policy and Financial Services Agriculture and Food	MCP12	6	10	
57	Assistant Deputy Minister, Operations Social Services	MCP12	6	10	
64	Assistant Deputy Minister, Policy, Community Living Division and Disabilities Social Services	MCP12			4

Benchmark 01

Executive Director, Population Health
Health

January 3, 2008

Factor 1 (5)

Reporting to the Assistant Deputy Minister, Population, Community and Primary Health Care, oversees the provision of specialized expertise and directs the planning, development, promotion, implementation and monitoring of strategies for disease detection and prevention, and health promotion, within the province. The position provides expertise and leadership to health authorities, third party agencies and professional staff in:

- Development of strategies for disease control and immunization;
- Management of the Tuberculosis Clinic and associated programs;
- Program monitoring and evaluation of third parties such as the Canadian Blood Agency;
- Development and application of *The Public Health Act* and *The Tobacco Act*;
- Establishment of performance indicators and monitors standards for health inspections;
- Epidemiologic Research;
- Promotion of a healthy lifestyle for the citizens of the province (e.g., nutrition); and
- Development of communication strategies on population health issues.

Factor 1 Rationale:

With the requirement to plan, develop and implement a number of distinct provincial health care strategies into an integrated population health vision, the job meets level 5. The position is not equivalent to level 6 as it reports to the Assistant Deputy Minister which has the final oversight role.

Factor 2 (9)

Impacts on the health and well-being of the overall provincial population related to all aspects of disease prevention and health promotion. Impacts on the control of diseases, viruses, influenzas, safety of the blood supply, water and food safety programs through immunization, inspection standards, strategy for new vaccines and public awareness to prevent illness including emerging issues such as SARS, West Nile Virus, Mad Cow Disease and HIV/AIDS.

Responsible for 4 Directors and approximately 45 staff in 4 branches: Disease Prevention and Health Protection; Health Promotion; Epidemiology Research and Evaluation Services; and the Office of the Chief Medical Officer. Responsible for budget expenditures over \$10 million, revenue of \$1.1 million and influences priority setting for another \$94 million of programs in the Regional Health Authorities.

Factor 2 Rationale:

The impact is greater than BM 24, Director of Environmental Protection. Issues of urgency and immediacy are more prevalent and frequent, and often affect the overall population as opposed to being localized such as in BM24. In addition, in cases where an environmental issue affects the health of the population, such as in water contamination, this branch becomes involved.

The work does not meet level 10 as the job reports to an ADM at that level.

Benchmark 02

**Deputy Director of Security
Saskatoon Correctional Centre
Corrections and Public Safety**

February 23, 2004

Factor 1 (4)

Reporting to the Director, responsible for overseeing a diversity of programming: security, safe custody, admitting and discharge, kitchen, facilities maintenance, medical services, commissary and satellite facilities (e.g., dorms, camps) programs within one of four 24 hour/7 day a week correctional facilities. This job plans for and responds to issues that arise daily within each of the respective program/service areas (e.g., inmate complaints and appeals, work stoppages, group disputes, proposals for budget reductions, overcrowding, food service and medical supply shortages).

Factor 1 Rationale:

The job has pervasive planning and analytical requirements to modify and achieve positive outcomes in a number of program areas with disparate objectives. This planning role is equivalent to level 4, for analyzing needs, trends and program outcomes for the designated correctional facility.

As 1 of 4 Deputy Directors of Security in the province, the programs are delivered within the framework for all provincial correctional centres, planned by senior managers in the division. In this organizational context, the typical nature of the work does not require the development of long-range vision and strategy that is representative of level 5.

Factor 2 (6)

As 1 of 2 senior managers reporting to the Director (the other being the Deputy Director, Programs/Prison Industries), this position impacts on a significant segment of the institution's operations that houses 300 inmates. Impact includes:

- health and safety of the inmate and staff population (250 staff);
- security of the institution and local community (e.g., prevent escapes); and
- quality and timeliness of the services provided to inmates (e.g., meals, medical, maintenance, store services etc.).

The position impacts on the extent to which the media and public (e.g., stakeholder groups, community committees) understand and co-operates with those aspects of the center's policies and procedures concerning offender care, security, and/or custody.

The job has direct responsibility for 5 Assistant Deputy Directors, 8 supervisors and between 100 and 150 staff in a correctional center. In addition, has indirect or shared responsibility for between 50 and 100 staff reporting to other managers in the institution. Also, shares responsibility with the other managers for a total budget of approximately \$12 million.

Factor 2 Rationale:

The job's impact is greater than BM35, Regional Business Manager, which is responsible for human resources, budget/finance, information systems and property and procurement for one of 6 regions. In contrast, BM02 has broader and more direct responsibility for the safety and security of inmates, staff and surrounding communities in a 24/7 facility and for the provision of dietary, medical, maintenance and store services.

The job's impact is less than BM06, Director, Child Day Care Branch, which has independent or discreet responsibility for licensing 450 childcare facilities and home providers and enforcing minimum standards (e.g., educational content, qualification of teachers, facilities, maintenance) in order to help protect the health, safety and well being of all children within licensed facilities as well as children in approximately 4,000 unlicensed facilities. Although BM02 is also responsible for the health and safety of 300 inmates, that responsibility is primarily localized to a single institution as opposed to the BM which is responsible for the care of all the children within childcare facilities and home providers across the province.

Benchmark 03

Senior Child Protection Program Consultant
Social Services

November 5, 2003

Factor 1 (4)

Reporting to the Program Director, Child Protection, develops and implements the provincial child protection legislation, standards, policy, practice and case management methodology. With expertise related to child and family development and community development to address systemic child protection issues (e.g., abuse and neglect, child welfare matters), the job plans, develops and implements community-based programs (e.g., the Parent Aide/Family Support program). Provides expertise to ministerial regional management, community-based organizations and other ministerial managers regarding child protection legislation and issues.

Factor 1 Rationale:

The job's role is to research and evaluate current caseload trends, jurisdictional practices and trends in order to develop child protection program strategies that reflect changes required. Although the role is to address systemic child protection issues through strategic planning approaches, the development of an integrated vision and strategy rests at a more senior level within the organization. In addition, there are two other program consultants who have a role in developing and implementing strategies relating to child protection in specific areas such as family violence and prevention of sexual abuse and exploitation.

Factor 2 (6)

The job impacts on the emotional and physical well-being of children and families in the province typically experiencing disadvantage through issues of abuse or neglect and the preservation and reunification of families. Also, impacts on the child protection services delivered through community based organizations to ensure consistent and effective application of program standards through delivery of training programs.

The job is responsible for the expenditure budget of \$1 million and has authority to direct regional staff with respect to appropriate application of standards and policy.

Factor 2 Rationale:

The impact is greater than BM49, Senior Policy Analyst, in that it has *sustained, ongoing responsibility* for standards and outcomes within a discrete program, whereas BM49 undertakes research in specific programs or issues as assigned with no ongoing responsibility for the delivery. Further differentiation from BM49 lies in the job's direct responsibility for a \$1 million budget and the authority to direct regional staff (matrix responsibility) where BM49 has neither a direct budget nor the level of matrix responsibility for others.

Although this job has no *direct* staff, in comparison to BM04, Director Maintenance Enforcement, there is direct authority for regional staff across the province in implementing child protection standards and policy. Its impact is on the effectiveness of an aspect of child protection services within the province and prevention of abuse and neglect while BM04 impacts on children and claimants with respect to one aspect with respect to disbursement of spousal maintenance monies (pre-determined by the courts). On balance this job and BM04 are equivalent.

Impact is less than BM25, Senior Design Engineer which has sole responsibility for the provincial highway design standards. While this job has a province-wide impact for standard setting for an aspect of child protection services, there are other consultants involved with other areas of child protection program standards such as family violence and prevention of sexual abuse and sexual exploitation.

Benchmark 04

**Director, Maintenance Enforcement
Justice**

January 3, 2008

Factor 1 (4)

Reporting to the Assistant Deputy Minister, manages a province-wide program to register, monitor and enforce child and spousal maintenance.

In the day-to-day management of the maintenance enforcement program, manages the collection and disposition of support payments. Provides a lead role in the development of Family Law policy, relating to those aspects of Child Protection associated with maintenance orders (e.g., support payments, custody and access, court and legal issues). Represents the ministry on various committees (e.g., single parent issues, Queen's Bench Judges Family Law Joint Committee regarding administrative aspects of the Family Court System). Provides guidance to the federal government on Child Support Guidelines and issues (e.g., computer initiatives, new enforcement avenues) and co-chairs the committee to implement Child Support guidelines in Saskatchewan.

Factor 1 Rationale:

This position is rated level 4 as it must proactively monitor and assess program outcomes and assess whether court decisions affecting maintenance orders are resulting in collection of required amounts and seek modification to improve the program.

Although the job manages a province-wide program, the development of specific policies and/or methods to obtain support payments is not equivalent to the intent of a comprehensive, integrative vision and strategy at level 5.

Factor 2 (6)

The position impacts on 40,000 claimants and respondents and 35,000 children. Impacts on the degree to which respondents and claimants perceive fairness and due process in the enforcement of court orders (e.g., denial of driver's license, cashing in pensions, etc.) including orders to/from other provinces and countries. Ensures accountability and security of automated and financial systems for the collection and disbursement of payments. Through involvement on various provincial and national committees, improves and streamlines the Family Court System and increases accessibility to financial information and availability of monies payable under maintenance orders.

Responsible for a team of three managers, 30 - 40 professional and support staff (including the safety of staff with volatile clients), \$1.6 million in expenditures and over \$30 million in revenues. Provides direction to 12 solicitors who represent the Director at Default hearings.

Factor 2 Rationale:

The job has similar scope of impact as BM36, Manager, Farm Stress Unit on clients across the province, but is responsible for a greater number of staff (40 vs. 9) and budget (\$1.6 million vs. \$400,000) and disburses \$30 million in maintenance payments. Impact of the job is extended beyond BM36 to ensure accountability of automated and financial systems and improving the Family Court Systems through provincial/national committee work.

In comparison to BM06, Director, Child Day Care both jobs are provincial programs and impact on a comparable number of clients. As well, there is not a significant difference between the jobs with regards to staff and budgetary responsibilities. However, BM06 is rated higher because it impacts more directly on all aspects of the day care operations (legislation, licensing, staff qualifications, dietary standards, physical safety, financial systems, educational content, etc.). BM04, on the other hand, impacts on a single aspect of client well-being – disbursement of maintenance payments and the administrative processes required to secure maintenance payments as determined by the courts (the majority of which are voluntarily submitted).

Factor 3 (2)

Convinces clients that the action taken on a particular file is appropriate and reasonable and is in accordance with legislative and regulatory constraints on the collection of maintenance.

Factor 3 Rationale:

Explaining judgments regarding the application of legislation exceeds the exchange of factual information at level 1 and is equivalent to level 2. The job is not equivalent to level 3 as situations relate to resolving individual client disagreements as opposed to reaching an agreement with a number of parties with a diversity of competing interests. There is no requirement to reach agreement as the enforcement action will be taken whether agreement is reached or not. Further, there is no regular requirement to meet with stakeholder groups on sensitive issues to mitigate public criticism.

Benchmark 05

**Director, Kilburn Hall
Corrections and Public Safety**

January 3, 2008

Factor 1 (4)

Reporting to the Director of Custody Programs, manages the operation of Kilburn Hall Youth Centre and provides overflow for Yarrow Youth Farm.

Provides expertise in the application of social work theory and practice, family services programs and the Young Offender Program. Balances resident/staff needs and care/custody issues in a 24-hour facility and develops new programming (e.g., Intensive Case Management Unit for violent and aggressive youth, cultural/spiritual programs, accredited educational programs).

Factor 1 Rationale:

Kilburn Hall is one of several custody programs across the province and the position modifies the programming in context of the overall vision and direction that the Director, Custody Programs develops. In this context, the position is not rated at level 5 as the management of one youth centre in the province is not equivalent to the development and/or management of a provincial function. Rather, the nature of the work is equivalent to level 4 where the typical operational planning role requires expertise and analysis of needs and trends in the development of new programming within existing vision and direction.

Factor 2 (6)

For Saskatoon and the Northern Region directly impacts on the safety and security of residents, staff and the community. Ensures the emotional, medical and educational needs are met of, on average, 45 12–17-year-olds at any given time (e.g., treatment programs, assessment and stabilization, cultural/spiritual, educational, recreational programs, crisis intervention, facility maintenance, dietary). Approximately 4,000 residents are treated over the course of a year. Program delivery reduces the risk of residents re-offending.

Responsible for a team of managers, six team leaders and 140 staff with a \$4.2 million budget.

Factor 2 Rationale:

The job's impact is greater than BM35, Regional Business Manager, which is responsible for delivery of human resources, budget/finance, information systems and property and procurement services to one of 6 regions. BM35 also has less staff and budget (23 staff, a budget of \$0.5 million versus 140 staff and \$4.2 million direct budget) with some influence on \$20 million to ensure accuracy of allocation and tracking of costs.

BM06, Director, Child Day Care, is stronger than this job because it is responsible for developing and delivering all aspects of a provincial program impacting on 450 licensed child day care facilities and investigating complaints about 4,000 unlicensed care givers whereas this job is the director of one youth facility in the province.

Factor 3 (3)

Investigates complaints and allegations (e.g., alleged abuse of a resident by another resident), by interviewing staff and residents to obtain the facts of the case and determining any underlying issues that may have precipitated the complaint/behaviour. When the findings of the claim substantiate the allegations, the job mediates between the parties to come to agreement on how to address similar behaviour problems in the future, or refers the case for criminal charges, depending on the nature of the complaint.

Factor 3 Rationale:

The job is equivalent to level 3, as the nature of these disagreements requires direct communication intervention on sensitive and highly charged issues. The clientele and a 24/7 operation create conditions where resolution of these issues are frequent requiring resolution through mediation, negotiation of local agreements and investigative responses.

The job is not equivalent to level 4 as negotiations do not require immediate resolution. Nor is there a requirement for direct communication intervention to obtain broad stakeholder acceptance for long-term systemic improvements and allay general public concern.

Benchmark 06**Director, Child Day Care
Social Services****March 18, 2004****Factor 1 (5)**

Reporting to the Senior Associate Executive Director, Employment and Income Assistance, directs the development and delivery of Saskatchewan's child day care services.

The job is substantially relied upon regarding early childhood development theory and practice to develop, implement and monitor related legislation, regulations, licensing of facilities, and safety and service delivery standards (e.g., qualifications of staff, dietary standards, physical safety of the facility). The job also addresses such issues as: changes in funding by the federal government; determining how other support programs connect to subsidy eligibility; and improving access of children with disabilities to childcare facilities. Planning also requires shifting resources to ensure accessibility by clients.

Factor 1 Rationale:

The typical nature of the delivery of child day care services is not equivalent to level 6 for having final oversight responsibilities for functions and strategies to advance ministry direction. Rather, develops and manages a provincial function (childcare programs and facilities) that requires integration of a number of components (e.g., licensing of facilities, qualifications of staff, dietary standards, physical safety of the facility, etc.) into a discrete vision and direction for child day services in the province. This is equivalent to level 5.

Factor 2 (7)

On a province-wide basis, impacts on the safety and well-being of children in day care facilities and home providers. The job ensures necessary qualifications of staff, dietary standards, physical safety of the facility, and a framework for learning to prepare children for success in the school system. Impact extends to providing financial support for families in or entering the labour force with high priority given to reducing poverty.

Impacts on approximately 450 licensed child day care facilities and home providers in the province to ensure licensing and operational requirements are met. Ensures appropriate funding levels, grants and subsidies are disbursed to day cares and impact extends to ensuring accountability and security of the financial systems used to disburse grants and subsidies. Through a complaint process, monitors adherence to regulations of 4,000 unlicensed care givers impacting 90,000 children.

Responsible for a team of 6 managers and 20 professional and support staff with a budget of \$19 million (grants and subsidies).

Factor 2 Rationale:

In comparison to BM04, Director, Maintenance Enforcement, both this job and BM04 have responsibility for a provincial program as well as comparable staff and budget responsibilities. However, this job is stronger than BM04 because it impacts on all aspects of the day care operations (e.g., legislation, licensing, staff qualifications, dietary standards, physical safety, financial systems, learning framework, funding for operations). BM04 impacts on one aspect of client well-being – disbursement of

maintenance enforcement payments and ensures effective administrative processes to secure maintenance payments as determined by the courts (the majority of which are voluntarily submitted).

Although a provincial program affecting all aspects of operating a day care, this job is not as strong as BM07, Regional Director, Regina Region. BM07 is responsible for delivering programs impacting on more areas of the child's and family's life (e.g., child protection, adoption, family preservation, income security, sexual abuse treatment, etc.). In addition, BM07 is responsible for a larger client base, has greater staff (300 versus 26), and budget (\$85M versus \$19M).

Benchmark 07

**Regional Director, Regina Region
Social Services**

January 4, 2008

Factor 1 (5)

Reporting to the Associate Deputy Minister, manages the delivery of social services programs for the Regina Region. Programs include financial assistance, family services and career and employment programs.

The position is substantially relied upon for providing human services expertise in community and resource development concepts and strategies. Planning involves integration of programs within the region to develop solutions to resolve local human service issues such as hunger, teen parenting, employment training and family support in conjunction with community organizations, local government and other ministries. Service delivery is also integrated through community agencies and organizations (e.g., school boards, Ministry of Education, municipal affairs, police services, health district, etc.).

Factor 1 Rationale:

While the job operates within the context of centralized standards, it has an equal role with central office with respect to development of vision and strategy to ensure effectiveness at the regional level. The planning role is equivalent to level 5 due to the integration requirements involved in delivering the majority of the ministry's programs (22) at the regional level. Central program managers are responsible for establishing the frameworks for the different programs delivered in the regions. The position does not meet level 6 as it does not report to the Deputy Minister.

Factor 2 (8)

Impacts on all clients involved in social services programs delivered in the region to provide clients with the skills to enhance career prospects and experience less welfare dependency, child abuse and family violence. The extent of impact is demonstrated through the diversity of programs including Income Security, Career and Employment Services, Family Services Programs, Dales House and 90 contracts with 60 agencies.

There are 22 programs including Youth Protection, Resource Development, Sexual Abuse Treatment Unit and Family Builders, Adoption/Teen and Young Parent Program, Family Preservation, Family Connections, Dales House, Eden House, 16–17-Year-Old Program, Income Security Intake, Verification, Alternative Measures, Community Outreach, Accounts, Records, Clerical and Program Support, etc. Also impacts on career and employment services in the region (e.g., career counseling, training, resume writing, employment programs through partnerships with industry and business). Client numbers are approximately 26,000.

The job is responsible for a team of 7 managers and 300 staff in positions of trust and a budget of \$85 million. Impact includes ensuring accountability and security of financial and program information and control systems.

Factor 2 Rationale:

Although BM24, Director of Environmental Protection is a provincial program and BM07 is a regional job, they are deemed to be equivalent as BM07 has a greater number of staff (300 versus 40), is responsible to ensure the safety of the staff in a volatile environment and ensures the delivery of all ministry programs within the region (career and employment programs and 22 financial assistance and family services programs to 26,000 clients).

While BM06, Director, Child Day Care has provincial impact on children and families and the topic position has a regional scope, the topic position's impact extends to a greater client base. Impact of children and families associated with licensed day care facilities in the province is less in scope and depth than the impact on all social services clients within a region experiencing welfare dependency, child abuse, family violence, sexual abuse treatment, family builders, family preservation, etc. Further, the topic position has significantly more budgetary and staff responsibilities (i.e., \$85M versus \$19M and 300 staff versus 26).

The position is not as strong as BM01, Executive Director, Population Health which impacts on health and well-being related to all aspects of disease prevention and health promotion on all citizens in the province. BM01 impacts on control of viruses, influenza and blood supply, water and food safety, etc. and emerging health issues such as SARS, West Nile, HIV/AIDS, Mad Cow Disease, etc. Although it has less staff, BM01 has a significant impact on the overall health of the population, provincially, as opposed to BM07 which impacts on the well-being of a portion of the population within one of 6 regions.

Factor 3 (3)

This position mediates and negotiates with the employers in hiring individuals receiving assistance, conveys the critical nature of employment for people and advocates the strengths of people to add value in the labour market. Preparing and attaching low-income people, with minimal labour market qualities to employer vacancies in a changing environment is difficult when employers are not receptive. Employers are against hiring without financial incentive and the ministry cannot provide financial incentive. Parties involved are training institutions, employers, clients, Regional Colleges, CBOs, government agencies, First Nations and Métis organizations.

Factor 3 Rationale:

There are deep rooted assumptions held by the private sector regarding the individuals who are served by the ministry, thus, presenting additional barriers to individuals becoming employed and their ability to be successful and independent. Other barriers include limited skills, cultural issues, limited experience with the public, criminal records, etc. In this regard, the level of difficulty to mediate and negotiate with employers, clients, Regional Colleges, CBOs, government agencies, First Nations and Métis organizations to employ clients of the ministry meets level 3. There is a requirement of the position to gain agreement where there is an absence of standards/incentives and a diversity of competing interests.

Achieving agreement is not equivalent to level 4 as the issues do not require immediate resolution, nor are they of the nature that requires obtaining broad stakeholder acceptance for long-term systemic improvements.

Benchmark 08

Consultant, Financial Operations
Social Services

May 2023

Factor 1 (4)

Reporting to the Manager, Financial Operations, creates and maintains the financial plan for specific program areas within one of the ministry's divisions. Contributes to the development, coordination, analysis, and evaluation of the divisional budget and financial variance reports and forecasts; and identifies budget implications resulting from changes to ministry and/or government financial priorities.

Factor 1 Rationale

The typical role for this job involves analyzing and strategizing with divisional management on future programming needs, implementation of new resources, realignment and/or deletion of services. This includes analysis of trends in order to identify short and long-term implications for the division's budget (e.g., budget cuts). Meets level 4 for analyzing needs, trends, and program outcomes (e.g., restructuring of internal resources based on program budget forecasts). Although the role identifies future budget implications through strategic planning approaches, the development of an integrated vision and strategy rests at a more senior level within the branch.

Factor 2 (4)

Impacts on the creation and maintenance of the divisional financial plan to enable the ministry to achieve tactical and operational objectives. Through the provision of advice and direction in the development, coordination, analysis and evaluation of the divisional budget, financial variance reports and forecasts, the job impacts on changes to future programming needs, implementation of new resources, realignment and/or deletions of existing services. Supports divisional program planning by ensuring the quality, accuracy, and timeliness of program/service reviews (e.g., reviewing and reporting on program caseloads, expenditures, and FTE utilization). Ensures accurate financial reporting and adherence to government financial management procedures and contributes to the overall management of the division budget which ranges, depending on the division, from \$218M up to \$723M.

Factor 2 Rationale:

Although BM47, Park Supervisor has more staff (40 vs. 0) and is involved in the delivery of a greater diversity of services (i.e., ongoing responsibility for all aspects of a regional parks operation), BM8 contributes to the decision-making processes at the highest management levels within the Ministry impacting on programs/services delivered provincially versus regionally, and is responsible for a share of influence on a significantly greater budget (i.e., \$218M to \$723 M versus \$0.8M in expenditures and \$500K in revenues). On balance the positions are equivalent.

While BM26, Human Resource and Finance Administrator, Children's Advocate manages a greater diversity of services (i.e., human resources, finance and administration, systems) and 2-3 direct staff, it services a significantly smaller client group (i.e., an agency of 15 vs. 570 to 992 divisional staff) and influences a smaller budget (\$1.2M versus a budget ranging from \$218M to \$723 M) so its impact is seen as weaker in comparison to BM08.

This job is weaker than BM60, Financial Management Analyst which impacts financial management systems in one or more government ministries affecting a larger range of financial management topics such as cash management, payment processing, internal controls, inventory management, banking processes, etc., which also sets precedents and thus impacts all other ministries as well. In contrast, the

topic position is responsible for the creation and maintenance of the divisional financial plan to educate divisional management in managing expenditures, reviewing programs, and making decisions.

Factor 3 (2)

The position has a regular and on-going requirement to educate and communicate change initiatives regarding future programming needs, implementation of new resources, realignment and/or deletions of services. For example, will liaise with senior divisional management and identify implications on the division budget resulting from changes to ministry/government financial priorities, directions, and planning parameters.

Factor 3 Rationale

While managers or employees may disagree with the change initiatives (e.g., realignment and/or deletion of services), the nature of the communication role meets level 2 for influencing the actions or behaviours of others on issues of interpretation, approach, timeliness, etc. At this level, the typical nature of the job is to educate or persuade others to adjust their perception or understanding of financial issues. Similar to BM35, Regional Business Manager which persuades regional managers of the need for pursuing a particular course of action by explaining financial and/or administrative policies that apply to the situation and why they must be adhered to (e.g., ensuring audit requirements are met with respect to financial processes).

Level 3 is not met as there is not a regular and ongoing requirement to mediate or negotiate in situations where there is a diversity of competing interests, absence of standards or a requirement to interpret behaviour.

Benchmark 09**Senior Policy Advisor, Policy, and Planning
Executive Council****October 4, 2013****Factor 1 (6)**

This position is one of five senior policy advisors reporting to the Associate Deputy Minister to the Premier who is a permanent head equivalent and a member of the Committee of Deputy Ministers. Serving as staff to the Premier, Cabinet, and the Committee on Planning and Priorities, a sub-committee of Cabinet, develops broad government social and economic policy. Makes recommendations on public policy direction including balanced advice regarding public and stakeholder sensitivities and alternative courses of action that are both strategic and proactive.

Provides expertise on issues having provincial, national and/or international impacts and the development of sound public policy and government's evolving agenda. Facilitates, influences, and supports government's decision-making processes by advising senior ministry staff on content of, and recommendations in, submissions to Cabinet and Cabinet Committees. Manages the evolution of an issue, policy, or strategic policy framework for Cabinet's consideration. Keeps abreast of developments in other jurisdictions, develops new concepts and influences their adoption where appropriate, and demonstrates leadership in supporting a change agenda. Leads and participates in inter-ministry committees and projects of broad government interest.

Factor 1 Rationale:

As a senior policy advisor to the Permanent Head equivalent and the Cabinet Committee on Planning and Priorities this position develops broad government social and economic policy. This meets the consultative requirements equivalent to level 6 with final oversight for functions and strategies to advance ministry or government direction.

Factor 2 (8)

One of five senior policy advisors responsible for ensuring clarity of issues and inclusion of well-developed alternatives/options for Cabinet's consideration so that the final decision item (Cabinet document) reflects sound analysis, innovative solutions and choices, is sensitive to public needs and attitudes, and is consistent with government's direction. This position performs this responsibility for a portfolio of government ministries and agencies, impacting on the development of government's social and economic agenda and policy priorities. Position participates in, as well as leads, various inter-ministerial teams to ensure the overall strategic direction of ministries meets government direction and that key cross government strategies are met. As well, position ensures sound decisions are made in regard to expenditures and revenue policies. For example, the BM brings a government-wide perspective to an interdepartmental committee of senior officials who have recommended a major policy shift which will alter the funding support for education in the province. If this is adopted it will result in funding being provided by the school property tax vs. the provincial Treasury. While policy work is done at the ministry level, the BM is in a favorable position to provide a broader perspective on the development of these policies and policy frameworks to ensure alignment with government direction and to advise on conflicts, opportunities, and alternatives. Cabinet decisions informed by this position impact many levels of government's stakeholders and the public as well as the financial position of the government. Advice provided to ministries affects the development and delivery of government programs and policies.

As well, the BM enhances policy skill development across government through the development of training materials, and the delivery of workshops to enhance the overall policy capacity in the public service.

Factor 2 Rationale:

This job is stronger than BM06, Director, Child Day Care, which impacts on one specific aspect of social policy (i.e., 450 licensed child day cares and 7,200 children) whereas this job impacts on the development of broader social and economic policy for a portfolio of government ministries.

Although this job is one of 5 which impact on the development of social and economic policy for government, it is not as strong as BM14, ADM, Industry Development, which impacts on the climate for creation, growth and attraction of businesses and co-operatives in the province in all sectors of the economy. BM14 plans and formulates programs, policies, and initiatives for, and is responsible for delivery of, provincial economic development services through eight regional offices, significant projects, and building partnerships with community-based programs. Additionally, BM14 is responsible for 80 staff whereas this job has none.

Benchmark 10**Administrative Assistant, Compensation
Public Service Commission****January 3, 2008****Factor 1 (1)**

Reporting to the Director of the Compensation Branch, provides administrative and research support for the branch. Manages the office including setting up and maintaining the filing systems, organizing phones, furniture, and equipment; verifies Order in Council requests prior to processing; verifies employee eligibility upon receipt of ministry performance pay submissions and audits proposed ministry expenditures; verifies invoices and tracks forecasts the branch's budget; and checks CDI's, briefing notes, and ministerial letters prior to forwarding to the Chair's Office.

Factor 1 Rationale:

The position's role is equivalent to level 1 as it typically involves administrative planning within the branch (as opposed to across the ministry required at level 2) and requires adhering to established procedures and requirements (e.g., Order-in-Council forms are completed). Since documents headed for the Minister's Office are forwarded through the Chair's Office for final checking, the position is not equivalent to level 2. Nor does the position have any day-to-day management of programs or projects.

Factor 2 (1)

Impacts on the availability of information for the Director and six professional staff by ensuring branch filing and log systems are kept up to date. Ensures documents are processed within established formats, deadlines, and eligibility requirements (e.g., orders-in-council, requests for Deferred Salary Leave, performance pay). Also, impacts on the accuracy of the branch's expenditures and budget.

Factor 2 Rationale:

BM15, Administrative Assistant, HRB, has a greater scope of impact than the topic position as it impacts on two ministries through ability of to hire summer students (i.e., administering the summer student program) and their employees through processing and understanding of their benefit plans.

Factor 3 (1)

The communication role involves influencing others to provide timely service (e.g., with respect to furniture acquisitions and office space issues); training branch staff regarding basic computer functions.

The position is also expected to respond to ministries' questions on process such as Orders-in-Council and out-of-scope performance pay; to requests for information (e.g., meal and kilometer allowance, out-of-country travel, hotel/motel rates, pay information, etc.); and to jurisdictional surveys for salary and benefit information and includes contact with surveying organizations to clarify information required.

Factor 3 Rationale:

Since the nature of the conflict requires communication of primarily factual information and explanations for protocols and standards, the position is equivalent to level 1. While conflict does arise with other parties who may not understand the information being relayed, the nature of the disagreement is not such that is required to change people's perceptions, provide interpretation on information, or mediate/negotiate an agreement as required at level 2.

Benchmark 11

Assistant Deputy Minister,
Labour

January 4, 2008

Factor 1 (6)

Reporting to the Deputy Minister, oversees the following functional areas:

- delivery of strategic support services of human resources, finance and administration for the Ministry of Advanced Education, Employment and Labour and Labour Relations Board;
- Labour Standards program development and delivery;
- Workers' Advocate program development and delivery; and
- ministry strategic plan co-ordination.

Integrates cross-ministry programs and policies through the overall strategic planning process. Expertise of provincial and national labour environment and issues is necessary to balance the needs of stakeholders (i.e., employees, employers, and unions) and manage public interest and sensitivities. For example, where First Nations believe they should be exempt from provincial labour legislation; or where a change in service delivery strategy is required to change the perception of employers regarding the value of labour legislation. Influences WCB policies and legislation.

Factor 1 Rationale:

The job is equivalent to level 6 as it reports to the Deputy Minister and has an oversight role for multiple functions in the ministry when combined advance ministry direction substantially. This is done through integrating a number of cross-ministry functions (human resources, finance and administration and strategic policy) in addition to the program and service areas such as Occupational Health and Safety, Labour Standards, Worker's Advocate and Labour Relations and Mediation.

Factor 2 (9)

Impacts on all provincial employees and workplaces through equitable labour law application and affecting the public's understanding and perception (e.g., employers who think labour laws benefit employees only). Also impacts on employers and employees affected by Workers' Compensation (WCB) claims (approximately 1,400 annually) to ensure consistent, adequate and fair compensation to all claimants and address systemic workplace injury and educational gaps.

The position impacts on all programs and services in the ministries (including Women's Secretariat and Labour Relations Board agencies totaling 190 employees) through delivery of ministry human resources and finance/administration support services. This job also has matrix reporting responsibilities impacting cross-ministry program and policy issues through directing the annual strategic planning process.

Responsible for the work of 50 staff and a ministry budget of \$13.4 million.

Factor 2 Rationale:

Although BM09 has broader policy contribution than this job in the development of social and economic policy for a portion of government (shared with 4 other policy advisors), this job is stronger than BM09. In addition to the policy responsibility that directly impacts all ministry programs and services, this job has direct impact on two province-wide programs and internal impact on the ministry for delivering two support services (human resources and finance and administration). This job has 50 staff whereas BM09 has no staff.

BM51, ADM, Operations, Highways and Infrastructure is stronger than BM11 as it has broad impact on the development and maintenance of all aspects of provincial highway, bridge and airport infrastructure (engineering services, standards development, transport compliance, facilities operation and trucking industry programs) ensuring the safe and efficient movement of people and goods on provincial highways. In addition, BM51 has responsibility for 1,200 staff with a greater burden of responsibility with respect to the safety of the staff during highway construction and maintenance projects and the public with respect to the design of highways.

Benchmark 12

Assistant Deputy Minister, Corrections
Corrections, Public Safety and Policing

February 10, 2003

Factor 1 (6)

Reporting to the Deputy Minister, leads the strategic direction of the province's corrections system establishing the vision, policy and programs. Integrates national jurisprudence, inter- and intra-ministry program strategies (e.g., offender reintegration involving Social Services, Education and Justice) and new and emerging philosophies (e.g., alternatives to incarceration). Manages public interests and sensitivities and identifies environmental and political issues surrounding public safety (e.g., should prison breaks or carrying out offender supervision within the community jeopardize the public) and the protection of rights and freedoms of offenders, staff, victims and the public at large. Also involves management of public needs and ramifications such as police, judiciary, prosecutors, lawyers, and aboriginal organizations through legislative and policy development.

Factor 1 Rationale:

The job is equivalent to level 6 as the position reports to the Deputy Minister and the typical nature of the role requires overseeing and establishing frameworks for the government's corrections strategy.

Factor 2 (10)

Impacts on public protection, the well-being of communities and the safety of staff and inmates at all provincial correctional facilities. There are approximately 6,100 individuals in the corrections system. Responsible for all decisions and risks associated with the corrections system such as: the operation of 4 provincial institutions, several community facilities (e.g., CTR, camps) as well as probation, alternative sentencing and offender reintegration programs. Ensures the emotional, medical and educational needs and rights of individuals are met (e.g., treatment programs, assessment and stabilization, cultural/spiritual, education, recreational programs, crisis intervention, facility maintenance and dietary). Impact extends to the families, communities and public in addressing their expectations and how they perceive the fairness of the system.

Impacts on services of, and agreements with, other divisions, ministries, governments, agencies and organizations associated with the criminal justice system.

Responsible for 8 managerial staff and approximately 1,000 employees. Controls budget expenditures of \$60 million and revenues of \$.7 million.

Factor 2 Rationale:

BM14, ADM, Industry Development has a broad impact on the creation and growth of the provincial economy through development and delivery of economic programs and services, while this job has direct impact affecting the emotional, medical and educational needs of a large client group (6,100) as well as impact that extends to families and the protection of public communities. Although BM14 is equivalent to this job with respect to impact on programs and services, the resource management responsibility for this job is significantly greater and more onerous. Due to the volatile environment in which staff work and the number of staff (1,000 versus 80) and a significantly greater budget (\$60 million versus \$9.4 million) this job has greater overall scope of impact than BM14.

Benchmark 13

Human Resource Consultant
Energy and Resources

January 3, 2008

Factor 1 (3)

As the fourth organizational level of human resources within the ministry and reporting to the Assistant Director of Human Resources, provides HR consultative services on a portfolio basis to ministry managers and employees of Energy and Resources, the Information Technology Office and the Ministry of Northern Affairs. The range of HR issues includes staffing, interpersonal conflicts, performance issues, learning and development, etc.

Factor 1 Rationale:

Level 4 is not met as the nature of work in the ministry as well as the position's access to several supervisory levels of HR managers, is such that the position's typical role is to provide assessment and counsel to managers on the application of established criteria which meets level 3.

Factor 2 (4)

Contributes to organization alignment, effectiveness of organizational and cultural change initiatives and the ability to attract and retain employees, deliver programs and services and meet overall ministry goals. Impacts on the consistency and application of human resource policies and regulations, common law, *The Public Service Act*, Collective Bargaining Agreements, human rights legislation, labour standards, OH&S, etc.

Impacts on managers' and employees' understanding of collective agreements, acts and regulations, rights, and privileges.

One of three positions which share impact on 400 employees, and two other agencies with approximately 50 employees.

Factor 2 Rationale:

This job's impact is greater than BM50, Operations and Planning Engineer, which impacts on case-by-case construction improvements. In contrast, BM13 is responsible to ensure consistent application of human resource standards in its assigned area of the ministry.

The job's impact is equivalent to BM17, Junior Classification Consultant, which is one of several consultants impacting on classification levels for individual reviews and on perceptions of equity within the classification plans of executive government. While BM13 impacts on fewer clients it has more diverse program delivery responsibility consisting of a full range of HR issues.

This job's impact is less than BM35, Regional Business Manager, which provides services to a comparable number of clients as BM13, but impacts, in addition to human resources, on information systems, budget, property management, finance and contract administration for a number of worksites. In addition, BM35 is responsible for 26 staff, a direct budget of \$.5 million, and co-ordinating a budget of \$20 million versus BM13 which has none.

Factor 3 (2)

The position has a regular and on-going requirement to educate and communicate the application of a range of HR principles, policies and standards to managers. For example, the position persuades managers of the need to pursue a particular course of action by explaining the provisions of the Collective Agreement, *The Public Service Act* or Human Resource policies that apply to the situation and why they must be adhered to.

Factor 3 Rationale:

While managers or employees may disagree with the policies or standards, the nature of the communication role meets level 2 for influencing the actions or behaviour of others on issues of interpretation, approach, timelines, resource requirements, priorities, etc.

Level 3 is not met as there is not a regular and ongoing requirement to mediate or negotiate in situations where there is a diversity of competing interests, absence of standards or a requirement to interpret behaviour. Though this requirement may arise from time to time, the nature of clientele in the ministry does not result in this level of communication occurring on a regular or on-going basis.

Benchmark 14

ADM, Industry Development
Energy and Resources

January 3, 2008

Factor 2 (9)

Impacts on all sectors of the economy to enhance climate for creation, growth and attraction of businesses and co-operatives in the province. Impacts on the province's job creation and investment activity through development of programs, policies and initiatives (e.g., Synchrotron – Canadian Light Source) in eight regional offices. Impact of economic development services is further extended through building partnerships with community-based programs (e.g., Neighbourhood Development Organization, Regional Economic Development Authorities (REDA), Small Business Loan Association, Co-ops, Youth PACE) and sharing in federal/provincial programs delivered through the Canada-Saskatchewan Business Service Centre in Saskatoon.

Directs approximately 80 staff, \$9.4M budget and \$2.5 M in REDA grant funding.

Factor 2 Rationale:

While BM24, Director, Environmental Protection has provincial environmental impact on renewable resources (air, land and water) through sustainability of the eco-system, this job has broader impact on all sectors of the provincial economy through providing creation, growth and attraction of businesses and co-operatives. BM24 affects specific industrial, municipal and commercial enterprises (e.g., landfills, industrial sites) through policy and program development whereas this job impacts the development and delivery of economic development programs and services in all sectors of the economy throughout the various regions. With the exception of the recycling programs that BM24 develops and delivers, all renewable resource programs are delivered through regional staff not reporting to BM24.

BM57, ADM, Operations, Social Services has greater impact with direct responsibility and accountability for the design and delivery of 22 social and related financial programs as well as the Career and Employment services delivered through Canada- Saskatchewan Centres. In BM14 impact is less direct as there are many factors, other than the job, that contribute to the economic and business growth in the province. In addition, BM57 has responsibility for 1,000 staff whereas BM14 has 80.

Benchmark 15

Administrative Assistant, Human Resources Corrections, Public Safety and Policing

January 4, 2008

Factor 1 (2)

Reporting to the Executive Director, Human Resources servicing CPSP, provides administrative support services to the Executive Director and staff of the HR branch and administers the summer student program and employee benefits programs for the ministry.

The position is substantially relied upon for the independent day-to-day administration of benefits programs and the summer student program. This includes:

- responding to employees' inquiries as to how the different programs apply to their particular circumstances;
- verifying information on claims for death benefits, Workers' Compensation and Disability;
- refunding Workers' Compensation cheques to vote and adjusting sick leave credits; and
- collecting needs for summer students from ministry branches, requesting referrals from PSC, matching referrals to branch needs, and processing paperwork from commencement to termination.

Develops administrative procedures for the branch (e.g., Minister's referrals and briefing notes, bring forward, filing and grievance systems,) and the ministry (e.g., paperwork processes for benefits programs). Provides secretarial and administrative support to the Director and branch including:

- typing correspondence and reports (e.g., grievances, discipline, responses to harassment investigations, bargaining proposals, strike contingency plan);
- schedules meetings;
- makes travel arrangements; and
- maintains supplies inventory.

Factor 1 Rationale:

While the role of the job includes providing secretarial and administrative support of a nature that meets level 1, the typical nature involves explanation of applicable benefits programs by comparing the employees' situations to plan criteria. If situations require research and/or interpretation as required at level 3, the position discusses the case with the supervisor, Public Service Commission, Workers' Compensation Board or Public Employees' Benefits Agency. Maintaining statistics on benefits usage does not require research and choice from a variety of solutions as required at level 3.

Factor 2 (2)

Ensures the ministries' employees are enrolled in benefit plans (e.g., Workers' Compensation, Disability Plans, Dental Plan, Group Life, Superannuation Plans) and contributes to employees' understanding of their benefit plans. Ensures the ministries' needs are met with regards to filling vacancies under the summer student program.

Responsible for one secretarial support position and provides direction to staff within the ministry regarding the administration of the benefits programs.

Factor 2 Rationale:

Although both jobs have responsibility for providing secretarial and administrative support impacting on the image and smooth operation of their respective offices, this job is stronger than BM54, Judge's Secretary, because it also impacts on the administration of benefits programs and the summer student program in a large ministry.

BM50, Operations and Planning Engineer impact is external on the travelling public through ensuring site specific roadway or roadside improvements within the region. While there are two of these engineers within a region, the extent of impact on the traveling public is greater than the topic position impacting on the administration of a benefits program within a ministry.

Benchmark 16

**Human Resource Consultant
Health**

January 3, 2008

Factor 1 (4)

Reporting to the Director, Human Resources, provides consultative services to managers and employees within assigned branches within the ministry on human resource issues such as performance management, re-organizations, grievances and harassment, and change initiatives, etc.

Factor 1 Rationale:

With respect to these situations, the job provides assessment and counsel to senior managers on the potential options and resulting ramifications to employees. As such, the consultative role goes beyond the application or provision of guidance around existing standards or confirmation of judgments through supervisory positions/subject matter consultants as spoken to at level 3.

Rather, the prevalence of these issues and the direct reporting relationship to the Human Resource Director requires that the level of expertise applied is more indicative of level 4 in the assessment of management practices, where outcomes are not likely to be clear.

Factor 2 (4)

Contributes to organization alignment, effectiveness of organizational and cultural change initiatives, the ability to attract and retain employees, deliver programs and services and meet overall ministry goals. Impacts on the consistency and application of human resource policies and regulations, common law, *The Public Service Act*, Collective Bargaining Agreements, human rights legislation, labour standards, O.H. & S., etc. Impacts on the managers' and employees' understanding of collective agreements, acts and regulations, rights and privileges.

Responsible for the provision of human resource consulting services to approximately 25 to 30 senior managers and 225 to 250 employees in assigned areas of the ministry.

Factor 2 Rationale:

This job's impact is greater than BM50, Operations and Planning Engineer, which impacts on case-by-case construction improvements. In contrast, BM16 is responsible to ensure consistent application of human resource standards within its assigned area for the ministry.

This job's impact is less than BM35, Regional Business Manager, which provides services to a comparable number of clients as BM16, but impacts, in addition to human resources, on information systems, budget, property management, finance and contract administration for a number of worksites. In addition, BM35 is responsible for 26 staff, a direct budget of \$.5 million, and co-ordinating a budget of \$20 million versus BM16 which has none.

Benchmark 17

**Junior Classification Consultant
Public Service Commission**

October 2023

Factor 1 (3)

Reporting to the Manager, Classification Services, achieves classification equity through consistent interpretation and application of standard criteria (e.g., class plan factors, standards, tools) used to determine the value of one job in relation to others within Saskatchewan's public service. Interprets and applies classification standards to individual job descriptions which may include interviewing the employee, documenting the rationale for factor level ratings, and explaining and/or defending the decision to employees, managers, and human resource professionals.

Factor 1 Rationale:

Meets level 3 as the typical nature of the job's consultative role involves the application and provision of guidance regarding existing classification standards, policies, and precedent where solutions are typically evident. Also, there is the availability of subject matter consultants and additional levels of supervision from which guidance and counsel is available. Weaker than BM 16 Human Resource Consultant which provides assessment and counsel to senior managers on the potential options and resulting ramifications to employees which is more indicative of level 4 as outcomes are not likely to be clear.

Factor 2 (4)

Working in a branch with 3 or 4 more senior consultants, the job impacts on classification levels for individual reviews and on equity for similar occupations across government (e.g., all communication positions) utilizing one of three different classification plans (i.e., Management Class Plan, SGEU Class Plan, CUPE Class Plan).

Factor 2 Rationale:

The job's impact is equivalent to BM16, Human Resource Consultant. While BM16 is involved in more functional areas of human resources (e.g., employee and labour relations, staffing, organizational development), it is within an assigned area of a ministry whereas this job impacts more directly on one aspect of human resources (i.e., classification) for different jobs across the public service.

Greater than BM50, Operations and Planning Engineer. While both impact on clients' understanding of policies and standards and specific situations, the junior classification consultant's impact includes direct decisions ensuring consistency and pay equity across a broader client group (i.e., public service employees across government). BM50 impact is case specific.

Weaker than BM49 Senior Policy Analyst which impacts more broadly and directly on the effectiveness of ministry programs and services delivered across the province affecting victims, offenders, ministry staff, and communities.

Factor 3 (2)

Challenges to classification decisions often occur from the employee or manager who do not agree with the outcome. The job explains interpretations and rationale of decisions relating to classification standards to employees and managers to develop their understanding of the relationship between the job content and the classification standards. If agreement cannot be reached, the job has authority and

is required to render a decision in accordance with the standards. If conflict continues, situations may be referred to the manager for assistance or to an appeal panel for final resolution. Further explanation and rationale of the decision rendered is also provided before appeal panels.

Factor 3 Rationale:

This job is equivalent to level 2 and not level 3 because the nature is to develop the client's understanding regarding the application of the standards which is an issue of interpretation spoken to at level 2. Issues are internal to the public service and are therefore not publicly sensitive or controversial. As communication of classification decisions relate to a particular job or group of jobs, there is no diversity of disagreements as there are typically only two opposing views.

Benchmark 18

Precambrian Project Geologist Energy and Resources

January 3, 2008

Factor 2 (5)

As one of three Precambrian geologists, enhances the province's profit-based companies' and universities' understanding of Saskatchewan's Precambrian geology. Ensures availability and access of geological information, research and findings promoting the province's mineral resources through writing journals, conducting presentations, etc. Research findings impact on land-use policy, industry and provincial geological exploration and economic development activities.

Responsible for project staff and budget ranging from \$20,000 to \$50,000. Annually, supervises 2 to 10 summer staff involving responsibility for their safety and well-being in remote, isolated areas. Gives direction to other geologists in project work.

Factor 1 Rationale:

This job shares impact with other Precambrian geologists and mineral geologists, similar to BM47, Park Supervisor (2-3 per region). While BM47 has more staff (40 vs. 10) and budget (\$800,000 expenditures and \$500,000 revenue), the extent of impact is limited to a specific park area within an eco-region. The impact of this job is greater due to the economic and development impact on the provincial mineral industry.

This job is similar to BM20, Integrated Resource Manager (5 within the province) in that it shares impact with other positions. However, the IRM has more direct impact relating to eco-system restoration through developing and delivering long-term sustainable resource allocation plans. The impact of the Precambrian Project Geologist is more indirect as it endeavours to develop the mineral industry through providing scientific research and promoting the potential mineral resources.

Factor 3 (2)

Promotes the province's mineral resources by developing and communicating interpretations of research findings regarding Saskatchewan's Precambrian geology. Written documentation, evidence, justification and rationale of scientific studies are necessary to transfer knowledge and influence companies to undertake mineral exploration activities. Knowledge of scientific material is transferred to the mining/geological industry, universities, government ministries and the public through written scientific reports in journals, published reports and maps, presentations and consultation with individual clients.

Convinces federal government or other partners to commit funds to aspects of project work (e.g., rocks must be dated) and undertake mineral exploration in certain regions of the province.

Factor 3 Rationale:

This job is equivalent to level 2 and not level 3 as the primary communication requirement is to educate, persuade and develop the knowledge of clients in the area of Precambrian geology. The influence on clients is to promote mineral resource development. The level of disagreement this job encounters is not equivalent to level 3 because the parties have a common interest and are in agreement with the general direction (e.g., the need for further exploration).

Benchmark 19

Director, Coroner Services
Justice

February 14, 2008

Factor 1 (4)

Under the direction of the Chief Coroner, holds appointment as a Coroner and manages the delivery of coroner services throughout the province. Directs, consults and advises coroners and coroner's counsel on death investigations and inquest issues such as imposing a publication ban, allowing polygraph results into evidence, allowing certain witnesses to testify, etc. Manages all aspects of the coroner's system including program evaluation, formulation of policy and protocols (e.g., jury selection, inquest structure and funding policies). This includes:

- integrating services with others in the criminal justice system and emergency support services (e.g., police, pathologists, ambulance, funeral homes, lawyers, insurance companies);
- arranging all aspects of inquests in keeping with judicial system practices and procedures;
- managing fee for service accounts for investigations, inquests and autopsies; and
- reviewing Coroners' reports for compliance with the *Coroner's Act*, soundness of recommendations in order to identify and disseminate recommended health and safety practices to various agencies (e.g., Health, Life Insurance, etc.). Medical matters such as verification of medical information on pathologist reports are referred to the Chief Coroner who is a medical doctor.

Factor 1 Rationale:

This job meets level 4 as it goes beyond day-to-day operations of a provincial program to managing the coroner's system inclusive of program evaluation and identifying needs for change. The nature of this assignment is such that the development of long-range vision and strategies and the anticipation of what changes are likely to unfold well into the future is not required.

Factor 2 (6)

Impacts on the determination of the cause of approximately 1,600 unexplained deaths ensuring all circumstances surrounding the deaths are thoroughly investigated through delivery of provincial coroner services including 900 autopsies and 12 inquests per year. Ensures investigations and the resulting recommendations from the coroners and inquests (conducted by a selected panel of lawyers) are thorough, timely and that legal, investigative and technical procedures were followed. Contributes to the prevention of similar deaths through recommending health and safety changes to institutions and agencies and working with Children's Advocate, Community Resources and Employment and some First Nations Welfare agencies to address these issues. Impacts on families of the deceased ensuring fair treatment and through ordering autopsies or inquests that may be against family wishes (e.g., inquest could result in denial of life insurance payments and civil litigation). Ensures fair judicial proceedings at inquests.

Responsible for a \$1.2 million operating budget and supervising 2 to 5 support staff. Recruits new Coroners and provides direction and advice regarding process, evidentiary issues and inquests to approximately 170 fee for service Coroners in the province.

Factor 2 Rationale:

Greater than BM18, Precambrian Project Geologist. Although BM18 has economic and development impact on the provincial mineral industry, this job has sole responsibility for delivery of province-wide coroner services. BM18 is provincial in nature only with respect to the specific area of specialization

(e.g., old rock subjected to extreme heat and pressure) and otherwise shares responsibility with approximately 3 other Precambrian geologists. Where BM18 has responsibility for 2 – 10 staff on a project basis, this job has responsibility for 170 fee for service coroners throughout the province.

Equivalent to BM20, Integrated Resource Manager. While BM20 has a greater extent of impact through delivery of all environmental protection programs to sustain renewable resources such as fisheries, wildlife, water, forestry in the ecosystem within a region, this job has independent responsibility for province-wide coroner service delivery directly impacting the judicial, logistical and policy and processes of death investigations, inquests and autopsies ensuring fairness to those affected (e.g., families, hospitals, police, prosecutors, funeral homes, etc.).

Although this job is responsible for province-wide coroner service delivery and the determination of the cause of 1,600 deaths per year, BM06, Director, Child Day Care has greater impact through licensing 450 child care facilities and home providers and enforcing minimum standards (e.g., educational content, qualification of teachers, facilities, maintenance) in order to help protect the health, safety and well being of, on average, 7,200 children in licensed facilities and 90,000 more in approximately 4,000 unlicensed facilities.

Benchmark 20

Integrated Resource Manager Environment

January 4, 2008

Factor 1 (4)

Reporting to the EcoRegion Director, manages renewable resource allocations within the region.

Plans, monitors, reviews and approves resource allocation, monitoring and development plans and proposals, assesses the research of staff and evaluates environmental impact statement reviews, land-use plans etc. The position establishes the requirements for restoration and modifies long-range resource allocation plans accordingly. Balances the extent to which the available resources in the region can withstand the demands or the type of development/use proposed.

Factor 1 Rationale:

This job meets level 4 as it has pervasive and long-range research and trend analysis and monitoring of program outcomes, relating to disparate use of resources by stakeholder groups. Although the position may seek guidance from individualized central program development and standard setting jobs, it identifies, anticipates and integrates a unique regional plan across all program areas.

As 1 of 5 Integrated Resource Managers in the province (i.e., one in each EcoRegion) the job is not relied upon for having sole provincial subject matter expertise, nor is it equivalent to managing a provincial function. Rather, its supervisor, the EcoRegion Director, which determines the applicability of central standards in the context of the EcoRegion as a whole, is considered equivalent to a provincial program manager.

Factor 2 (6)

Impacts on the sustainability of the resource base (fisheries, wildlife, land-use, oil and gas, wetland management, and aboriginal involvement) within 1 of 5 eco-regions. Impacts on the prevention of habitat degradation, declining fish populations, deforestation etc.

Contributes to stakeholder and interest group understanding of the need for environmental stewardship through public involvement and education processes. Shares field delivery with other Regional Managers (e.g., Area Resource Managers, Environmental Protection Managers).

Responsible for a team of 9 resource management specialists/technicians, and budget expenditures between \$500,000 and \$1 million.

Factor 2 Rationale:

The job's impact is greater than BM18, Precambrian Project Geologist as it has direct impact relating to eco-system restoration and long-term sustainable resource allocations. The impact of the Precambrian Project Geologist is more indirect as it endeavours to develop the mineral industry through providing scientific research and promoting the potential mineral resources.

The job's impact is less than BM06, Director, Child Day Care Branch, which has independent responsibility for childcare facilities and home providers, provincially impacting on child development, early childhood education, fire safety, health, and sanitation. In addition, BM06 has greater budget responsibilities, managing a budget of approximately \$19 million (grants and subsidies).

Benchmark 21

Manager of Budget Review Finance

January 4, 2008

Factor 1 (5)

As one of three directors reporting to the Assistant Deputy Minister, Treasury Board Division, oversees the delivery of the budget review and financial management process for government ministries, programs and initiatives. The position is relied upon during Treasury Board Review to provide expertise and advice regarding budget issues (e.g., prioritization of ministry or government programs and services in relation to budget constraints). Provides expertise regarding program policy proposals submitted by ministries and agencies, objectively weighing advantages of various proposals (e.g., duplication or overlap of programs and services being proposed).

Factor 1 Rationale:

This job is equivalent to level 5 as it is substantially relied upon by the Deputy Minister of Finance and Treasury Board Ministers for the assessment of the ministries' long- range vision, strategies and fiscal plans in the context of overall government priorities and changes likely to unfold. This exceeds level 4 modification of programs or services relating to research and analysis of needs and trends and identification of issues.

Factor 2 (8)

Responsible for the financial management process and budget review for a third of the government ministries and Treasury Board Crowns (involving an external board of directors in some cases) at a given time. Impacts on program concept, design, principles and financial requirements. Ensures expenditure budget and projected revenues are sufficient to accommodate major ministry policies and program priorities (e.g., new farm safety net programs, provincial fire fighting program). Contributes to the operations of internal government ministries and the extent to which programs and services are delivered to the public (e.g., budget streamlining initiatives, what programs/services should receive higher priority, alternative ways to program delivery, etc.). Determines expenditure targets of ministries and agencies based on whether they are able to fund the strategic plans.

Responsible for a team of 3 to 6 professionals reviewing ministry or program budgets. Budget amounts linked to proposals are estimated between \$100,000 and \$200 million.

Factor 2 Rationale:

As a centralized financial management function, impacts on a greater segment of provincial programs/ministries than BM23, Director, Human Resources. BM23 impacts on the human resource function within one ministry. This job impacts on financial resources of a third of ministries as well as programs, ensuring a balance of fiscal responsibility with the need for program delivery.

Although this job affects the operations of a number of internal government ministries and crowns and the extent to which programs and services are delivered to the public, BM14, ADM, Industry Development impacts on all sectors of the provincial economy through the development and delivery of economic development programs and creating a climate for creation, growth and attraction of businesses and co-operatives in the province.

Benchmark 22

Executive Director's Assistant
Planning and Policy, Labour

January 3, 2008

Factor 1 (2)

Reporting to the Executive Director (who reports to the Deputy Minister), manages the day-to-day operations of the office (e.g., forecasting expenditures, arranging meetings and travel, setting up filing systems, etc.) and takes a lead role in co-ordinating Cabinet documents for the ministry.

Planning requirements for Cabinet documentation preparation includes establishing internal processes, following up with senior management on timing and process requirements and processes, proofing and verifying documents prior to submission to Executive Council.

Factor 1 Rationale:

The job's role with respect to the day-to-day office management meets level 1 expertise requirements. However, since the position has finality of documentation through administrative co-ordination of the ministry's Cabinet documents sent directly to Executive Council, the planning role meets level 2. Management of the daily activities within the office does not typically require in-depth analysis or proactive planning representative of level 3.

Factor 2 (1)

Impacts on the continuity of the workflow and accuracy of all documents and correspondence for the division and the Executive Director. Impacts on the availability of information and consistency of responses to public inquiries regarding division policies and practices. Also impacts on administrative efficiencies for the Minimum Wage Board as Secretary to the Board. Impacts on the accuracy of monthly expenditures forecast.

Responsible for 1 term position and casual workers as required.

Factor 2 Rationale:

The job's impact is less than BM45, Administrative Assistant to the Executive Director, which has similar impact with respect to office management efficiencies but also has ongoing responsibility for 4 to 6 staff.

Factor 3 (1)

Provides information and instruction to staff on work methods and administrative procedures. Drafts memorandums to inform staff of the ministry or program developments of interest to them. Notifies board Members and other personnel where appointments, meetings, travel itineraries etc., have been arranged. Responds to inquiries on wage rates, legislation activities, and general government policy. If necessary, redirects/refers clients to other branch staff for more information.

Factor 3 Rationale:

The nature of the communication does not require influencing others on issues of interpretation, approach, timelines or resource requirements. Rather, the job is equivalent to level 1 because its regular and ongoing requirement is to clarify or communicate primarily factual information on behalf of the Executive Director or the ministry.

Benchmark 23

Director, Human Resources
Highways and Infrastructure

January 4, 2008

Factor 1 (6)

Reporting to the Deputy Minister, provides overall leadership for the development and delivery of the ministry's human resource function. This involves overseeing the following areas:

- payroll services;
- labour service administration;
- organizational and staff development (e.g., training and apprenticeship programs);
- change and transition management; (e.g., downsizing or ministry reorganizations);
- labour relations (e.g., contract disputes, employee grievances);
- safety programs (e.g., occupational health and safety issues, accident prevention); and
- employee services and benefits administration (e.g., employee assistance, wellness programs etc.).

Factor 1 Rationale:

Although a single function, this job is equivalent to level 6 as it has final oversight for establishing a human resource policy framework to integrate the ministry's human resource strategies across all functions and enable the ministry to advance its mandate. This position applies expertise such as change and transition management, performance management, workforce planning, etc.

Factor 2 (7)

Impacts on approximately 1,500 employees and managers in the ministry through responsibility for all aspects of human resource services including:

- staffing;
- labour relations;
- organizational development;
- employee assistance/wellness programs;
- training and safety programs (e.g., driver certification, training courses in first aid, accident prevention, occupational health and safety); and
- benefits administration.

Impacts on the ministry's readiness to deliver its programs and services by ensuring staff are available (e.g., hiring/recalling Labour Service staff), qualified and paid on a timely and accurate basis. Ensures safe operating practices and working conditions for staff and the travelling public. Impacts on the ministry's labour relations climate and the fair and equitable treatment of the ministry's employees in areas of responsibility such as labour relations, classification, staffing, etc.

Responsible for a team consisting of 2 managers and 15 to 18 staff, and budget expenditures over \$1.1million.

Factor 2 Rationale:

The job's impact is greater than BM19, Director, Coroner Services, which has the responsibility for province wide services including the recruiting of, and providing direction to, 170 fee for service coroners. In contrast, BM23 provides human resource and payroll services to a large ministry (i.e., approximately 1,500 staff on average) which has a greater diversity of occupations, a large number of

which require training, certifying and licensing; and which has a significant labour service component, for which the ministry is responsible for independent action in classification, staffing and pay. In addition, BM23 has greater responsibilities with respect to the safety and training of staff in extremely hazardous situations (e.g., highway maintenance/construction).

The job's impact is less than BM44, Executive Director, Corporate Services, although the two ministries are of equivalent size, diversity and complexity with similar labour service components and extensive employee safety responsibility vested in the human resource function. BM44 impacts on its ministry in other key areas in addition to human resources including information management, finance and administration inclusive of space procurement, budget accounting, payroll, etc. In addition, BM44 has greater responsibility for direct staff including 11 managers and directors and approximately 200 professional and support staff at the regional level across the province versus BM23, which has 18 to 20 staff.

Benchmark 24

**Director, Environmental Protection
Environment**

January 3, 2008

Factor 1 (5)

Reporting to the Assistant Deputy Minister, manages the development, implementation and evaluation of environmental protection and containment programs, policies and regulations. Integrates regional delivery issues (e.g., client stewardship) and objectives of other ecosystem management programs (e.g., Fish and Wildlife Branch) in developing long-range vision and strategies regarding protection of the province's air, water and land resources in such areas as:

- hazardous or damaging emissions from sources inside/outside the province;
- liquid waste or sewage entering surface and ground water sites;
- solid wastes going to landfills;
- decommissioning and reclamation plans for industrial sites and contaminated sites (e.g., abandoned mines);
- agricultural or livestock practices (e.g., land-use) etc. water pollution.

Factor 1 Rationale:

Although this job is creating a comprehensive framework in which others will operate, level 6 is not met as the oversight responsibility rests with the Assistant Deputy Minister, Programs Division to whom the position reports.

Factor 2 (8)

The position is 1 of 5 provincial directors within the Programs Division. The other provincial directors are responsible for separate and distinct program areas (forestry, fish and wildlife, parks and special places, sustainable land management). This position impacts the extent to which pollution is controlled through programs designed to monitor air, land and water (e.g., province-wide recycling programs for beverage containers, scrap tires, used oil, and other materials).

Impacts directly on containment expenditures and fees to industrial, municipal and commercial enterprises and indirectly on revenues collected in the form of taxes, recycling fees etc.

Responsible for more than 40 staff through 1 Associate Director and 4 managers, and budget expenditures over \$11 million.

Factor 2 Rationale:

This job's impact is greater than BM52, Director, Science and Technology Unit, which has responsibility for the province's K-12 core curriculum for science, mathematics, and practical and applied arts (i.e., approximately 40% of the total subject matter). In contrast, BM24 impacts more broadly on the general public (all ages versus students) by directing programs that ensure the long-term sustainability of the province's air, water and land resources. BM24 impacts those aspects of municipal, governmental, industrial, and businesses subject to enforcement and monitoring programs, policies and/or legislation.

While BM24, Director, Environmental Protection has provincial environmental impact on renewable resources (air, land and water) through sustainability of the eco-system, BM14, ADM, Industry Development impacts on all sectors of the provincial economy through creation, growth and attraction

of businesses and co-operatives. With the exception of the recycling programs that BM24 develops and delivers, all environmental protection programs are delivered through regional staff not reporting to BM24. Where as BM14 is responsible for the delivery of regional programs.

Factor 3 (3)

Negotiates multi-party agreements with provincial and federal governments, industry associations and environmental organizations regarding monitoring and protecting trans-boundary water, land and air quality. For example, negotiates tar sand emissions (e.g., sulfur dioxides) and expansion plans with Environment Canada, Alberta Environment and representatives of the tar sands industry, considering the adverse impact the pollutants have on air and water quality in northern Saskatchewan (e.g., acid rain). The complexity of the agreements negotiated is such that there is not clearly established scientific evidence or parameters around emission levels and standards.

Factor 3 Rationale:

This is level 3 for achieving agreements in situations where there are competing interests, absence of standards and a diversity of underlying issues between all the stakeholders. The job does not meet level 4 as the job is not required to negotiate in situations requiring immediate resolution nor is it required to obtain broad stakeholder acceptance in order to allay the general public concern.

Benchmark 25

Senior Design Engineer Highways and Infrastructure

January 4, 2008

Factor 1 (5)

Reporting to the Executive Director of Engineering Services, establishes design standards for the province's highways and airports. This position is relied upon by executive/senior management, consultants/managers of engineering projects for expertise and guidance regarding design standards, procedures and practices used in constructing, upgrading and improving provincial highways and airports. Determines the balance between design standards/costs and the safety of the travelling public. Assesses the use of non-standard applications in geometric, hydraulic (i.e., drainage) and lighting designs. Evaluates the transportation design standards, practices and advancing technologies of other jurisdictions for implementation/use locally.

Factor 1 Rationale:

The job's role as sole provincial subject matter expert in the area of highway design engineering, makes this assignment a level 5. Develops design strategy and vision for the province that meets future need and utilization and integrates costs, safety of public, new technologies and parameters for the use of non-standard applications. Although this job is creating the framework in which others will operate, level 6 is not met as the position is a specialist reporting to a provincial program manager.

Factor 2 (7)

Impacts province-wide on the safety and cost efficiency of designs used for new/upgrading projects and the long-term sustainability and maintenance of highway infrastructure.

Impacts on the ministry's design standards, policies and practices relating to construction, upgrading and improvement of provincial highways and airports. Ensures design standards and engineering practices are applied consistently throughout the ministry by updating design manuals and/or providing training to engineering consultants, project teams etc.

Responsible for 5 design specialists, external consultants when required and a budget of \$250,000. Influences capital and preservation expenditures of approximately \$100 million.

Factor 2 Rationale:

This job's impact is greater than BM20, Integrated Resource Manager, which impacts on the long-term sustainability of renewable resources within 1 of 5 eco-regions in the province. In contrast, BM25 has independent responsibility for provincial design standards and the use of non-standard designs. BM25 impacts directly on design consistency throughout the ministry and on the safety of the travelling public and other system users, and indirectly on capital and preservation expenditures.

This job's impact is less than BM24, Director, Environmental Protection Branch, which impacts more broadly across the province by directing programs that ensure the long-term sustainability and protection of the province's air, water, and land resources. BM24 is responsible for ensuring an effective environmental protection program for the province including program planning and development, program evaluation, policy and legislation, and standards and regulations development. In addition, BM24 has a greater number of staff (i.e., 40 staff versus 2 staff) and direct budget responsibilities (\$11 million versus \$100,000 to \$150,000).

Benchmark 26**Human Resource and Finance Administrator
Children's Advocate****March 24, 2004****Factor 1 (4)**

Reporting to the Provincial Children's Advocate, responsible for managing the support services for the agency and co-ordinating the departmental strategic planning process. Provides advice and guidance to managers and employees regarding financial, administration, and human resources policies, practices and techniques. This position assesses and develops various options for the annual budget submissions to the Board of Internal Economy, human resource planning initiatives (e.g., agency re-organization) and co-ordination of facilities/space requirements. Analyses the program needs of the Children's Advocate including programs and policies to work with senior management in drafting the agency's strategic plan.

Given the requirement to integrate all support services within the organization and that there is no other position within the organization from which to obtain direction or expertise, the job meets level 4. As such, the nature of the position's role is to provide assessment and counsel to senior managers on management practices associated with human resource and financial issues, similar to BM16, Human Resource Consultant.

Factor 2 (3)

Responsible for providing all support services (human resources, finance and administration, systems). Impacts on the agency's ability to deliver their programs and services to the public through timely administration of: property, procurement, vehicles, equipment and contracts (e.g., computer consultants); human resources activities; and budget and expenditure activities. Impacts on an agency of 15 employees ensuring development and consistent application of related policies and existing standards as an arm's length agency. Contributes to the agency's strategic plan through writing drafts and co-ordinating the process.

Responsible for support services for the Children's Advocate Office affecting 15 employees. Responsible for 2-3 staff and administers a \$1,200,000 expenditure budget.

This job has greater extent of impact than BM45, Administrative Assistant which impacts on efficiency of office management and administrative processes within a region whereas this job impacts on the efficiency of the agency's programs and services through provision of all support services (human resources, finance, property control).

Although BM50, Operations and Planning Engineer is one of two jobs that impacts on site specific roadway or roadside improvements within the region, the impact of these initiatives and recommendations extends to the safety of the traveling public and the efficient access to many members of the public. This job is equivalent as it is responsible for all support services (human resources, finance, property control) within a small agency of 15 staff, 2-3 direct employees and an expenditure budget of \$1.2 million.

Although this job has overall responsibility for a variety of areas within an agency (e.g., human resources, finance and administration), it has less impact than BM16, Human Resource Consultant. While this job provides support services to an agency of 15 staff, BM16 provides comprehensive human resource services to approximately 25 to 30 senior managers and 225 employees in the assigned area of the department.

Benchmark 27

Executive Director, Strategic Sector Development
Energy and Resources

January 3, 2008

Factor 3 (2)

Influences and convinces business officials to engage in economic development and investment activity in the province. For example, to attract an oil and gas processing facility, the position endeavours to influence the municipality with respect to reducing taxation and persuade government officials regarding licensing on road usage. Building on the common interest of provincial stakeholders (municipalities, developers) regarding the attraction of new business to the community, the position informs and educates the stakeholders on options available to the client, the benefits of the initiative and its impact to each of the parties. In an effort to convince the client, there may be a requirement to pursue changes through legislation.

Factor 3 Rationale:

Although many parties may be involved, this meets level 2 for reaching agreements where interests of the parties have a common objective – that being the attraction of new businesses to the community and province. The position is convincing each party independently and there is not a requirement to reach consensus among them on competing interests. Level 3 is not met as there is not a disagreement on outcomes requiring reaching consensus where there is a diversity of competing interests, multiple considerations and absence of standards.

Benchmark 28

**Director, Communications and Public Education
Justice / Corrections and Public Safety**

January 3, 2008

Factor 1 (5)

Reporting to the Deputy Ministers of Justice and Corrections and Public Safety, oversees the development and implementation of all communications and public education strategies for both ministries. The position represents the ministries on various interministerial, interprovincial and Federal committees and task forces on communication, responds to media enquiries and manages the procurement of communications services.

Factor 1 Rationale:

The job meets level 5 as the typical nature of the work requires balancing the needs of public stakeholders with the various program directions within the ministries to develop a long-range vision and strategy related to public education and perception of the ministries' programs. Although the job reports to the Deputy Minister and develops an integrative communication strategy (similar to BM23), it does not meet level 6 as final oversight is provided through a combination of line managers and Executive Council's Communications Co-ordination Unit.

Factor 2 (8)

Impacts on the education and awareness of clients and employees of two ministries - Justice and Corrections and Public Safety. This includes the public perception of the Justice and Court systems including adult and young offender, closed and open custody systems, as well as public safety related issues such as pressure vessel, amusement ride, elevators, and building fire and accessibility standards.

Responsible for a team of 6 professional staff and a budget of \$612,000.

Factor 2 Rationale:

The job's impact is greater than BM23, Director, Human Resources, which impacts internally on the delivery of human resource services to one ministry whereas BM28 impacts on the total public's perception of a full range of Justice and safety programs and services provided by two ministries (e.g., courts, correction facilities, amusement rides and elevator operation).

Although this job affects the communication programs for two ministries and the public's perception of these programs, BM14 ADM, Industry Development impacts on all sectors of the provincial economy through the development and direct delivery of the ministry's economic development programs. In addition, BM14 has 80 staff with \$9.4 million in expenditures and \$2.5 million in grant funding.

Factor 3 (3)

The job is equivalent to level 3 because of the requirement to mitigate public criticism regarding community safety issues such as when there are coroner's issues (e.g., unnatural deaths in prison) prison breaks and offenders are at large in the community, etc. Although the issues are publicly sensitive, there is not a requirement to gain general public acceptance where issues have been subject to long term debate as required in level 4. There is often a level of urgency associated with offenders being at large, however, the job does not negotiate with others to address the issue.

Benchmark 29

Executive Director, First Nations Lands and Resources
First Nations and Métis Relations

January 4, 2008

Factor 3 (4)

Represents the province in negotiation of Treaty Land Entitlement and Specific Claims to implement the Saskatchewan Treaty Land Entitlement Framework Agreement plus five other separate and distinct sub-agreements relating to individual First Nations. In keeping with the spirit and intent of the treaties, there is an ongoing requirement to build consensus for a broad provincial policy response/approach to address disagreements or gaps within the framework in order to restore or compensate, in some manner, First Nations for lost land and resources.

There are ongoing disagreements with the treaties among stakeholders and interest groups which include provincial ministries/Crown corporations, the Federation of Saskatchewan Indian Nations / individual First Nations, Indian and Northern Affairs Canada, third party interest groups and local government authorities.

Examples of issues include: requests for land from out of province First Nations; provincial freeze on Crown lands and minerals; road and water body transfers; the manner in which third party interests are addressed; and tax loss compensation to local authorities. Many of these issues have been subject to long-term debate due to historical mistrust amongst parties, past failures to comply with treaties and the fact that fulfilling the original commitment would require taking the land back and disrupt the livelihood and sense of community for many residents across the province.

Factor 3 Rationale:

This position has an increased level of difficulty due to the requirement to ensure all parties feel their interests have been fairly represented in building consensus for a provincial approach/response. In this regard, this position is charged with the responsibility to achieve long term systemic changes to the policy framework which meets level 4. Further, the actions taken will result in ongoing harmonious relations between First nations and neighbouring communities in efforts to allay broader public concern.

Benchmark 30

Vocational Rehabilitative Consultant
Public Service Commission

May 2023

Factor 1 (4)

Reporting to the Manager for the Be at Work Program, leads the ongoing improvement and implementation of government-wide medical accommodation programs, policies, and practices to improve health related attendance support. Identifies gaps and develops solutions that promote best practice/industry standards and support an enterprise-wide approach to early intervention and stay at work and return to work principles. Provides consultative services to ministry managers and employees, PSC staff (e.g., Human Resource Business Partners, Senior Labour Relation Consultants), and other stakeholders/third parties (e.g., WCB, SGI) on medical accommodations and disability management cases.

Factor 1 Rationale

The job's typical planning role is to research and evaluate legal trends and interpretations in medical accommodations and disability management in order to anticipate government's needs in these areas and provide assessment and counsel to others on potential stay at work/return to work options for employees - each with individualized outcomes. As such, the consultative role goes beyond the application or provision of guidance around existing policies and standards spoken to at level 3 and is more indicative of level 4 where outcomes are not likely to be clear. Level 5 is not met as the nature of the assignment does not require the development of long-range vision and strategies and anticipation of changes likely to unfold well into the future.

Factor 2 (5)

The job impacts on the development and application of workplace accommodation and rehabilitation programs, policies, and practices (e.g., developing standardized tools to support Be at Work application and processes). Ensures consistent application of related policies and practices (e.g., Employment Accommodation policy, Duty to Accommodate legislation, Be at Work program requirements) applied government wide.

Factor 2 Rationale:

The job's impact is stronger than BM16, Human Resource Consultant, Health which ensures consistent application of human resource standards within a single ministry. In contrast, BM30 is responsible to ensure consistent application of workplace accommodation and rehabilitation programs, policies, and practices across government.

The impact is similar to BM49 Senior Policy Analyst as both conduct research, program, and policy development within their respective areas ensuring changes to programs/policies meet identified client needs or gaps in services and are applied/implemented on a consistent basis. While BM49 monitors and allocates up to \$100,000 in research funds for various projects and coordinates projects undertaken by branch staff, it undertakes research in justice programs or issues as assigned within no ongoing responsibility for delivery. BM30 has sustained, ongoing responsibility for standards and outcomes within its discrete program area so on balance the two are equivalent.

The job's impact is less than BM03 Senior Child Protection Program Consultant. While BM30 impacts on employees within government by improving health related attendance support, BM03 impacts more

broadly on the emotional and physical well-being of children and families across the province experiencing issues of abuse or neglect. Further, BM03 has direct responsibility for a \$1 million budget and authority to direct regional staff (matrix responsibility) whereas BM30 has neither a direct budget nor the level of matrix responsibility for others.

Benchmark 31**Labour Relations Consultant
Public Service Commission****January 3, 2008****Factor 3 (3)**

As chief spokesperson for the government in the negotiation of smaller collective agreements working within a broad mandate or in interim negotiations on specific issues (e.g., worker's compensation, hours of work, scope exclusions), achieves legally binding settlements relating to terms and conditions of employment, rights and privileges affecting employees. This includes reaching consensus when there are diversity of outcomes expected by various parties (e.g., occupational groups, different ministerial needs) on both sides of the table.

Mediates between union officials and ministry managers in situations prior to and after grievances have been lodged (e.g., strict application of the collective agreement to an hours of work situation; poor performance of an employee; non-appointment of a senior employee). Often there are more than two parties involved as different management (e.g., Human Resources, immediate manager, Director) and union members are not in agreement with each other on one or more of the following: the facts of the case, interpretation of the collective agreement, the preferable option to resolve the situation. Resolution requires the job to meet with all parties, gain an understanding of what each party wants to achieve, and bring all parties to agreement on a solution that everyone can live with.

Factor 3 Rationale:

The job is not equivalent to level 4 as the situations are not typically those that require broad stakeholder acceptance to allay general public concern nor do they typically require immediate resolution. The job is equivalent to level 3 as negotiations involve coming to agreement on diverse issues around the table and a requirement to develop an understanding of the hurts that need to be addressed.

Benchmark 32

Project Engineer Highways and Infrastructure

January 3, 2008

Factor 2 (4)

As one of several project engineers in a region, responsible for all phases of specific highway construction projects impacting on the safety and efficiency of movement of people and goods. As projects unfold, impacts on aspects of design (e.g., surfacing/grade design), the safety of the travelling public, the quality of work completed by contractors and consultants and the quality of product delivered by suppliers. Impacts on other stakeholders such as landowners to minimize disruptions of construction (e.g., damage) occurring on or near their land.

Controls all project expenditures and has responsibility for up to 10 staff as well as contractors and consultants involved in project delivery.

Factor 2 Rationale:

Greater than BM50, Operations and Planning Engineer as this job affects the safety and efficiency of movement of people and goods directly through independent responsibility for all aspects of highway construction projects. BM50 impacts on the safety of the region's roadways and roadside areas through making site specific recommendations. In addition, this job has responsibility for up to 10 project staff whereas BM50 has none.

Although BM18, Precambrian Project Geologist operates on a project basis similar to this job, it has broader provincial economic and development impact as it impacts on the provincial knowledge base and on potential exploration possibilities. By contrast, the Project Engineer shares impact of work with senior engineers in the ministry involved in design aspects of the projects and with approximately seven other regional project engineers. BM18 shares impact in the Precambrian area with approximately three Precambrian Geologists in the province.

Factor 3 (2)

Negotiates agreements with rural/urban municipalities, business owners, and property owners for roadside developments. Negotiates settlements or special conditions between landowners and contractors to minimize disruption to communities and fix damage that has occurred during construction.

Factor 3 Rationale:

Level 3 is not met, as the general interests of the parties are clear as the landowner wants the damage or situation fixed and the contractor wants appropriate compensation. The disagreement is around timelines, resource requirements and interpretation of the disagreement which is spoken to at level 2.

Benchmark 33

**Manager, Branch Systems Solutions
Health**

January 4, 2008

Factor 1 (4)

Reporting to the Director of IT Development and Operations, manages new system development and support activities (e.g., feasibility studies, business process reviews) regarding health database systems for the ministry and Saskatchewan's publicly funded health sector. Analyzes system needs of the ministry, Saskatchewan health sector, and other stakeholders to determine appropriate IT development and acquisition strategies.

Factor 1 Rationale:

Meets level 4 as position determines optimum business and application architectures and provides assessment and counsel in consultation with Health District clients and extra-provincial partners (e.g., Canadian Institute for Health Information).

Level 5 is not met as the position's immediate manager is accountable for the development, maintenance and implementation of the ministry's IT strategic plan and architecture.

Factor 2 (5)

Impacts upon how effectively new database systems and system redesigns are integrated with the existing IT architecture for the health sector, including those within the ministry. This includes developing standards for new work methodologies resulting from new/revised systems. Ensures data and technology standards are adhered to so that all future systems share common components and can be supported effectively by the unit and/or other IT service providers. Impacts on the extent to which ministry and health sector stakeholders collaborate in systems developments and adopt common data and systems standards. Shares impact with other managers within the Branch regarding the availability and accuracy of health services information used to deliver and manage health services within the province.

1 of 5-unit managers within the Branch (i.e., other units include Corporate Databases, Network Services, Client Support Services and Information Products) responsible for a team of 10 professional staff and contracted analysts when required.

Factor 2 Rationale:

This job's impact is greater than BM16, Human Resource Consultant, Health, which is 1 of 3 human resource consultants impacting on internal human resources issues. BM33 impacts directly on systems application and development standards within the ministry and the regional health authorities.

This job's impact is less than BM05, Director, Kilburn Hall, which is responsible for ensuring the safety and security needs of residents, staff, and the community, as well as all aspects of the residents' care and the operation of the facility. In contrast, BM33 shares impact with 4 other managers and a director within the Corporate Information and Technology Branch in ensuring that network and system developments meet the needs of the ministry and support new health initiatives.

Benchmark 34

Manager, Trade and Logistics
Highways and Infrastructure

January 3, 2008

Factor 3 (3)

Negotiates policy trade-offs and funding with Transport Canada and other provinces and cities vying for the same funding or policy on issues such as border crossing, intelligent transportation systems, security, urban corridors.

Requires influencing competing interests toward consensus on transportation infrastructure policy. For example, the Saskatchewan Association of Rural Municipalities wants to preserve their existing structure while urban municipalities want transportation systems to connect cities enhancing inputs/outputs of trade and commerce. In addition, the job needs to consult with other interest groups such as producers, farmers, traveling public, First Nations groups, trucking companies, etc. in order to convince and bring to consensus with the overall policy.

Factor 3 Rationale:

This meets level 3 because of the requirement to gain consensus on policy outcomes with a variety of stakeholders where the job has authority to modify or agree to a particular position or stance as it is being discussed. This does not meet level 4 because these are not typically publicly sensitive issues, but rather knowledge of the issues is confined to stakeholder groups.

Benchmark 35

**Regional Business Manager
Social Services**

January 3, 2008

Factor 1 (3)

Reports to the Regional Director and provides day to day management of human resource, budget/finance, information systems, and property and procurement for one of six regions.

Provides leadership to the managers and staff in the region in the interpretation and application of the collective agreement and administrative and financial policies (e.g., approval of leaves of absence, non-permanent posting, selection and staffing process, development of internal financial control systems, purchase of new equipment in consultation with ITS Branch). Develops systems to track financial and program information and analyses trends.

Factor 1 Rationale:

The typical nature of the job involves providing assessment and counsel and interpreting established criteria which meets level 3. In addition, there is the availability of expertise from central staff (Organizational Development, Information Technology, Financial Management) who provide advice and guidance to the Regional Business Managers.

Factor 2 (5)

Impacts on the quality, timeliness and consistency of support services (i.e., information systems, budget, financial, human resources, and property management and contract administration) in one of six regions, to further the region's ability to deliver its programs. For example, budget/forecasting impacts on the cost-effective use of resources and planning; up-to-date automation and technology increases capability and efficiency of service delivery.

Responsible for three supervisors and 23 staff and a budget of \$.5M, provides services to 178 staff in the region, and influences a budget of \$20M.

Factor 2 Rationale:

The job provides service to a comparable number of clients as BM16, Human Resource Consultant, Health, however the nature of its responsibility impacts on the clients in areas in addition to HR (i.e., information systems, budget, financial, property management and contract administration) and impacts directly on 23 staff providing these services.

The job is not as strong as BM05, Director, Kilburn Hall which impacts on the safety and security of residents, staff and the community as well as all aspects of the residents' care and the operation of the facility (e.g., treatment programs, assessment and stabilization, cultural/spiritual, education, recreational, crisis intervention, facility maintenance, dietary).

Factor 3 (2)

Persuades members of the Regional Management Team of the need for pursuing a particular course of action by explaining the Collective Agreement, Public Service Act, Human Resource Policies, or Financial Admin policies that apply to the situation and why they must be adhered to. For example: ensuring audit

requirements are met with respect to financial systems, processes, protection of assets, risk management; recommendations for budget reductions; discipline in cases of performance problems.

Interviews employees and managers as part of the investigation of grievances at Step 1 and drafts the response to the union. In consultation with the Human Resource Branch, works with the manager to resolve grievances at Step 2.

Factor 3 Rationale:

The position is required to explain applicable human resource or financial regulations, the reasons for and the principles behind them. This exceeds the exchange of factual information at level 1 and meets level 2 for influencing managers and employees on the interpretation of human resource and financial policies, standards. While these jobs resolve disagreements and grievances, these situations are generally reasonably clear and straightforward and the more sensitive human resource issues are referred to or resolved in consultation with the Human Resource Branch.

Benchmark 36

Manager, Farm Stress Unit
Labour

March 15, 2004

Factor 1 (4)

Reporting to the Director of Financial Programs, manages the development and delivery of farm stress management programs to the farming industry of the province through a farm stress call-in line.

Assesses the needs and trends within the farming industry (e.g., farming methods, practices and operations as well as the farm programs available and delivered through the operations branches and other provincial organizations) to determine and modify program requirements and tailor the related material for release through the media and presentation at public meetings.

Factor 1 Rationale:

Due to the requirement to continually monitor and modify program requirements based on needs of the clients, the typical nature of this job exceeds level 3 interpretation of established criteria or choosing from a variety of possible solutions where the need for change becomes evident. As the expertise relates to the farming industry in combination with counseling techniques, there are no other positions within the ministry from which to obtain program direction and therefore meets level 4. Level 5 is not met as the typical nature does not involve responsibility for a comprehensive, integrative, stand-alone vision and strategy.

Factor 2 (5)

Directly impacts on clients throughout the province who access the farm stress line or attend courses and meetings or read articles published on farm stress management. Impact extends to the clients' emotional well-being and understanding of farm stress management issues and practices. Impacts on the quality of information developed and presented to enable clients in managing stress. Has contributory impact on agricultural financial programs.

Responsible for a staff of 9 with a budget of \$400,000.

Factor 2 Rationale:

The impact is seen as greater than BM17 Junior Classification Consultant, which is one of several consultants within the branch with no direct staff or budget responsibility and which impacts on equitable treatment of employees by performing classification reviews as assigned. This position has province-wide responsibility to provide first response to individuals under stress and has both staff and budget responsibilities.

The job is equivalent to the BM18, Precambrian Project Geologist which ensures availability and access of geological information to promote the province's mineral resources. Both positions are provincial in nature, have a narrow scope of impact and have responsibility for a comparable number of staff and budget.

The job's impact is less than BM04, Director, Maintenance Enforcement which also has provincial impact in a narrow program area but, by contrast, has responsibility for a larger staff component (40 vs. 9), budget allocation (\$1.6 million vs. \$400,000) and disbursement of \$30 million in maintenance payments.

Benchmark 37

**Manager of Community Planning
Municipal Affairs**

January 4, 2008

Factor 1 (4)

Reporting to the Executive Director, Community Planning, manages community and municipal land use and development planning for half of the province. Applying expertise in community planning and design principles, methods and practices, this position delivers planning advisory services and support to municipalities and leads consultations with federal, provincial and municipal officials to address community development and land use issues. This includes developing plans and strategies that integrate a variety of municipality bylaw issues such as housing, transportation, water sources and quality, public hazards and safety, heritage resources, etc. and involves reviewing, revising and interpreting related community development legislation.

Factor 1 Rationale:

Although this position's role is to address broad community development issues through strategic planning approaches, the integrative provincial vision for community planning rests with the Executive Director. The regional function of this position does not have the planning and integration requirements equivalent to level 5 as represented by BM 7, Regional Director, Regina Region which integrates 22 of the ministry's programs within the region and has an equal role with central office with respect to development of vision and strategy as it relates to the regional level.

Factor 2 (7)

As 1 of 2 Managers of Community Planning, impacts on the use of public and private lands with respect to municipal boundaries and infrastructure through application of legislative and regulatory frameworks and approval, refusal or modification of community planning and bylaw proposals. Impacts on community development conditions to safeguard public health and safety, preserve and protect natural, cultural, heritage and archaeological resources, protect the environment and maintain biodiversity, and safeguard personal rights in the community planning process. The outcome of subdivisions, zoning and community development also has impact on landowners and developers with influence on business expansion and tourism.

Responsible for 7 staff, an expenditure budget of \$350,000 and revenue generation of approximately \$110,000.

Factor 2 Rationale:

The extent of impact of this position is more pervasive than BM04, Director, Maintenance Enforcement which has a provincial impact restricted to a narrow client base and program. Although BM04 is responsible for \$30 million, the impact is with respect to administrative processes to secure maintenance payments as determined by the courts while this position impacts on a larger client base with numerous areas of community and municipal development (e.g., boundaries and infrastructure planning, conditions for public health and safety, preservation of cultural/heritage/archeological resources, etc.) for half the province.

Although a regional job affecting half of the province, the nature of the impact of this position is equivalent to the provincial program of BM06, Director, Child Day Care.

While BM06 impacts on licencing of 450 childcare facilities and home providers to help protect the health, safety and well-being of affected children through a variety of programming, this position impacts on a larger client base involving all community and municipal land use inclusive of conditions that safeguard public health and safety, preservation of cultural/heritage/architectural resources and influence on environmental biodiversity and business expansion and tourism.

This position is not as strong as BM07, Regional Director, Regina Region which has significantly more staff (300 versus 7) including responsibility to ensure safety for staff in a volatile environment. BM07 delivers all of the ministry's programs within the region (career and employment programs and 22 financial assistance and family services programs to 26,000 clients).

Benchmark 38

Program and Financial Analyst
Community Living Division
Social Services

March 11, 2004

Factor 3 (1)

The position is required to obtain information for Executive Management of Community Living Division and to ensure information is received on time to meet deadlines. Explains the information requirements, how it is to be gathered, and the format in which the information is to be compiled and submitted. The position monitors the information as it comes in and if it does not meet the requirements, contacts individuals to clarify how the information was captured and compiled or if the information can be submitted in a compatible format.

Factor 3 Rationale:

The position does not meet level 2 as there is no requirement to educate or persuade individuals about the application or interpretation of standards or principles, or to reach agreements. Communication is factual regarding informational needs and involves explanations of why information or formats are required. This meets the intent of level 1.

Benchmark 39

Business Architect

May 2023

Strategic Systems and Innovation, Integrated Justice Services

Factor 1 (4)

Reporting to the Director, Technical Design and Delivery, responsible for planning a reliable, cost efficient, and high-performing information management and information technology (IM/IT) architecture that enables and supports the ministry's strategic direction. Researches and develops strategic architectures for business processes, data applications, and IM/IT domains. Consults and makes recommendations on technology opportunities that will impact business strategy (e.g., contributes to the strategic planning process by analyzing the latest technologies, trends, and directions to ensure technology is current and meets the ministry's IT requirements/business needs).

Factor 1 Rationale

Meets level 4 as the job's typical planning role is to research industry standards and best practices in order to develop practical, cost-effective technical solutions for the introduction, management, or retirement of IM/IT systems within the ministry. Level 5 is not met as the job's immediate manager is accountable for developing and implementing the ministry's IM/IT architectural vision and strategy. In this regard, the position is weaker than BM 25 Senior Design Engineer which, as the sole provincial subject matter expert in the area of highway design engineering, is responsible for developing the design strategy and vision for the province's highways and airports.

Factor 2 (5)

The job impacts on the ministry's ability to deliver services and programs effectively by identifying and recommending technology opportunities (e.g., recommending development of a cost effective and technically sound information management/technology architecture for business process, data, application, and infrastructure domains). System designs impact users/clients associated with the Ministry of Justice, Ministry of Corrections and Policing, and Integrated Justice Services.

Has authority to direct other ministry staff and contracted consultants during assigned IM/IT development projects.

Factor 2 Rationale:

The job's impact is stronger than BM16, Human Resource Consultant, which is 1 of 3 consultants impacting on internal human resource issues within a portfolio. BM39 impacts more broadly on information management/technology development across two ministries, enhancing operational efficiencies and delivery for ministry staff and external clients (e.g., citizens, victims, offenders) utilizing the systems/services.

The job's impact is similar to BM 33 Manager Branch Systems Solutions. Both impact directly on systems application and development within their respective areas. While BM33 has direct staff and BM39 only has matrix responsibilities, it impacts on system developments within a single ministry while BM39 impacts more broadly across the Ministry of Justice, Ministry of Corrections and Policy, and Integrated Justice Services so on balance the two are equivalent.

Benchmark 40

Solution Architect
Strategic Architecture Branch, Information Technology Division

June 2023

Factor 1 (4)

Reporting to the Director, Technical Solutions, provides leadership and technical advice to client ministries in support of information technology (IT) plans and business driven technical solutions. Develops and implements IT strategies that support government priorities and optimize the value of ongoing investments in government IT assets. Conducts research and provides advice regarding business and technical solutions to enable successful implementation of IT services.

Factor 1 Rationale

Meets level 4 as the job's role is to review and endorse all technical designs, standards, and solutions to ensure client needs and business outcomes are met. This includes reviewing the business architecture and service management processes and providing recommendations for effective provision of IT services. Although the job provides strategic planning solutions in support of technical IT plans, the development of an integrated vision and strategy rests with the director.

Factor 2 (6)

The job impacts on the strategies and options considered with regards to IT services provided by government ministries, agencies, and commissions. Provides recommendations which impact on the development, implementation and evaluation of IT services and new/innovative approaches to doing business. Ensures IT plans and business driven technical solutions lead to improved service delivery to citizens and increased effectiveness and efficiency of ministry and government resources (e.g., financial, human). Has authority to direct other ministry staff during assigned IT development projects.

Factor 2 Rationale:

The job's impact is stronger than BM16, Human Resource Consultant, which is 1 of 3 consultants impacting on internal human resource issues within a portfolio. BM40 impacts more broadly on information management/technology development across executive government (i.e., ministries, agencies, and commissions) and has matrix responsibility for other employees involved in IT development projects.

The job's impact is similar to BM33 Manager Branch Systems Solutions. Both impact directly on systems application and development within their respective areas. While BM33 has direct staff and BM40 only has matrix responsibilities, BM33 impacts on system developments within a single ministry while BM40 impacts more broadly across government providing leadership and technical advice to a portfolio of client ministries in support of government's overall IT plans and priorities. On balance, the two are equivalent.

Impact is less than BM25 Senior Design Engineer which has sole responsibility for provincial highway design standards. While BM40 has pervasive IT planning requirements involving numerous ministries, agencies, and/or commissions, there are other Solution Architects within the branch involved in cross-government IT planning. In contrast, BM25 is responsible for 5 direct staff, a budget of \$250,000, and independent responsibility for provincial design standards and the use of non-standard designs affecting the safety of the travelling public and other system users.

Benchmark 41

Senior Consultant, Capital Priorities SaskBuilds and Procurement

June 2023

Factor 1 (4)

Reporting to the Director, Integrated Capital Planning, ensures strategic alignment across Executive Government with regard to infrastructure initiatives by independently analysing and developing recommendations regarding the concept, design, impact, and financial requirements of infrastructure projects. Provides expertise and advice to senior leaders (e.g., SaskBuilds Board, Treasure Board, and Cabinet) regarding infrastructure investment decisions. This includes evaluating and comparing infrastructure proposals submitted by ministries, agencies, and/or crowns and amending, approving, or denying the requests/budget proposals.

Factor 1 Rationale

The job's role is to research and evaluate infrastructure proposals in order to provide expertise and advice to senior leaders regarding which infrastructure requests align with government's strategic plans and investment targets and should be funded. As such, the consultative role goes beyond the application or provision of advice and guidance around existing or established criteria as spoken to at level 3.

Given the job's placement within the organization, the nature of the assignment does not require the development of an integrative and stand-alone vision and strategy representative of level 5.

Factor 2 (6)

One of three senior consultants that impact on the evaluation, approval or denial of government funded infrastructure projects and budget proposals. Impacts on infrastructure investment decisions by evaluating and comparing infrastructure proposals submitted by various ministries, agencies, and/or Treasure Board Crowns. Ensures infrastructure projects align with government's priorities and capital investment targets by prioritizing funding for each project (i.e., analyzing and comparing requests and recommending which projects should be funded or not). Meets with clients and provides advice, guidance, direction, and recommendations that impact the financial, human resources, service delivery and operational components of the projects (e.g., addition or reduction of programs, services, and staff).

The Integrated Capital Planning Unit is responsible for the Capital Budget (i.e., approximately \$1B). Each senior consultant is responsible for an assigned portfolio valued over \$100M and has authority to direct the work of junior consultants within the unit as required (e.g., assign work, set deadlines).

Factor 2 Rationale:

Similar to BM68 Director, Finance, Accountability and Corporate Services which impacts on the delivery of corporate services and the First Nations Gaming Program's distribution of provincial gaming proceeds. BM68 is responsible for managing 6 staff and a \$2.8 million budget and serves a small ministry of 73 employees. While BM41 does not have direct supervisory/budget responsibilities, it impacts more broadly across government through the evaluation, approval or denial of government funded infrastructure projects and budget proposals submitted by ministries, agencies, and/or Treasure Board Crowns and valued over \$100 million, so on balance the two positions are equivalent.

Weaker than BM25 Senior Design Engineer, Highways which is a single sole provincial subject matter expert responsible for 5 staff and external consultants, a direct budget of \$250,000 (versus no budget) and has influence on capital/preservation expenditures of approximately \$100M. While budget influences are similar, the BM is stronger than BM41 having independent responsibility for design standards/costs impacting more broadly on the safety of the travelling public across the province.

Benchmark 42**Classification Consultant
Public Service Commission****December 2023****Factor 1 (4)**

Reporting to the Manager, Classification Services, ascertains the duties and responsibilities of positions in the classified division, allocates each position to the appropriate class level and occupation code within one of three designated class plans (i.e., MCP, SGEU, and CUPE), and communicates and/or defends the outcome. Provides assessment and counsel to client ministries, HR Business Partners, and Centres of Excellence to enhance understanding of: SGEU and CUPE scope exclusion criteria and determination; job evaluation plans, principles, and practices; class plan standards and tools; and classification results/implications related to job design and/or organizational change. Trains and/or mentors new human resource professionals or junior classification consultants including demonstrating job functions, assigning work, and coaching to improve performance.

Factor 1 Rationale:

Unlike jobs at level 3, which typically counsel clients by referencing past precedent and applying existing criteria (e.g., policies, standards), this position's role is to research and evaluate classification needs and outcomes to develop strategies that ensure jobs and organizational structures consider classification implications and meet client needs. Although the job's role is to address classification issues through strategic planning approaches, it does not meet level 5 as the manager is relied upon as the PSC's subject matter expert within the classification discipline while development of the framework for compensation and classification services rests with the executive director.

Factor 2 (4)

As one of three or four consultants with the branch, impacts on the timeliness and accuracy of job classifications as assigned. Impacts on classification levels for individual reviews and on perceptions of equity across the classified division of Executive Government and applicable agencies, boards, and commissions. Impacts on the provision of advice and guidance to clients (e.g., employees, managers, senior leaders) regarding the implications of job design and structure changes. Impact extends to specific occupations across government (e.g., review of all communications jobs) through ad hoc project work.

Factor 2 Rationale:

This job is equivalent to BM16, Human Resource Consultant. While BM16 impacts on a greater breadth of human resource issues within an assigned area of a ministry, BM42 impacts on one aspect of human resources (i.e., classification) across all ministries.

Greater than BM50, Operations and Planning Engineer. While both impact on clients' understanding of policies and standards and specific situations, the classification consultant's impact includes direct decisions ensuring consistency and equity across a broader client group (e.g., all ministries) whereas the impact of BM50 is case specific.

While BM42 impacts on a single aspect of human resource services (i.e., classification) through assigned job evaluations, BM60, Financial Management Analyst impacts on new or revised financial management systems for government ministries affecting a broad range of financial management areas (e.g., cash management, payment processing, internal control, inventory management, banking processes, etc.).

Benchmark 43**Senior Indigenous Advisor
Advanced Education****October 2023****Factor 1 (5)**

Reporting to the Assistant Deputy Minister, Corporate and Student Services, leads the development and implementation of provincial strategies for improving the post-secondary outcomes and achievements of Indigenous students in Saskatchewan and on reserves. This position is relied upon by executive and senior management for expertise and guidance regarding ministry actions, results, and outcomes that consider the needs of Indigenous people and ensure the Indigenous student perspective and voice aligns with and is integrated into the programs and services of the ministry and the post-secondary education sector.

Factor 1 Rationale

The job meets level 5 given its role as the ministry's sole subject matter expert/advisor regarding Indigenous student issues, outcomes, and perspectives. Develops the strategies for the ministry that consider the future needs of Indigenous students and outcomes. Although these strategies establish the framework in which others within the ministry will operate their programs/services, level 6 is not met as the provision of leadership and final oversight for ministry functions and strategies rests at a higher level within the organization.

Benchmark 44

Executive Director, Corporate Services Environment

January 4, 2008

Factor 1 (6)

Reporting to the Deputy Minister, oversees delivery of strategic support services (e.g., finance and administration, human resources, information management). Establishes the framework and strategic direction for support functions such as the ministry's Service Bureau model, balancing corporate service and client services.

Factor 1 Rationale:

The job meets level 6 because it manages and establishes the overall framework and strategy for the delivery of corporate support service.

Factor 2 (8)

Impacts on the ministry's ability to deliver its programs and services by ensuring policies, processes and practices are adopted in key areas such as information management, corporate development and human resources. Contributes to:

- recruitment and development of qualified staff to meet ministry demands; fair and equitable treatment of employees;
- positive labour relations conditions; safe work environment;
- database information security, accuracy and availability; budget development; and
- fulfillment of financial obligations (e.g., payments to employees, vendors, clients).

Responsible for 11 managers and directors and approximately 200 professional and support staff within the Corporate Services Division of a ministry with approximately 1,300 employees. Responsible for budget expenditures within the division of approximately \$11.5 million and indirect responsibility for over \$100 million in ministry expenditures and \$35 million in ministry revenues.

Factor 2 Rationale:

This job's impact is greater than BM23, Director, Human Resources, Highways and Infrastructure although the two ministries are of equivalent size, diversity and complexity with similar labour service components and extensive employee safety responsibility vested in the human resource function. BM44 impacts on its ministry in other key areas in addition to human resources including information management, finance and administration inclusive of space procurement, budget, accounting, payroll, etc. In addition, BM44 has greater responsibility for direct staff including 11 managers and directors and approximately 200 professional and support staff at the regional level across the province.

This job's impact, internal to the ministry, is less than BM14, ADM, Industry Development, which has broader external impact on all sectors of the provincial economy through the creation, growth and attraction of businesses and co-operatives.

Benchmark 45

**Administrative Assistant
Government Relations**

January 4, 2008

Factor 1 (1)

The Administrative Assistant to the Community Support Branch, reviews office systems and creates filing, tracking and bring forward systems; compiles background information from filing system in preparation for the Executive Director's meetings or requests from Minister's office; reviews briefing notes and other correspondence typed by staff.

Factor 1 Rationale:

This job does not meet level 2 as the typical nature primarily involves application of governmental administrative processes and overseeing work of staff for adherence to standards and processes (e.g., formatting). Although the position gathers background material for others to respond to Minister's requests and types and formats the correspondence, the planning role of the job is not such that requires a level of expertise equivalent to BM53, Deputy Minister's Administrative Assistant.

Factor 2 (2)

Impacts on the public image of several offices throughout the province (Regina, Saskatoon, Prince Albert, and La Ronge). Impacts on the efficiency of office management and administrative processes to support the branch's program delivery in all regions.

Impacts on the consistency of responses to public inquiries regarding branch policies and practices and on the availability of information.

Responsible for 4 to 6 staff in providing support services to staff in regional offices.

Factor 2 Rationale:

This job has greater impact than BM10, Administrative Assistant, Compensation, as this job has responsibility for the work of 4 to 6 staff whereas BM10 has no staff.

Although this job provides administrative support to regional office staff within the branch, it has less impact than BM62, Junior Protocol Officer which has impact on a broader client base through event planning responsibilities (e.g., government officials with respect to protocol matters and foreign delegations with respect to positive perceptions of the province and, for example, potential trade relations).

Benchmark 46**Executive Director, Labour Relations and Mediation
Labour****January 3, 2008****Factor 3 (4)**

Provides conciliation and mediation services to Saskatchewan employers and unions to resolve workplace disputes and collective agreement negotiations where issues are often entrenched, where talks have reached an impasse or broken down and where there has been a long history of disagreement between the parties. Having been called into negotiations at this point, behaviours of the players have deteriorated and the job, at times, becomes a means to advance the interests of the parties. The challenge for the job is to absorb and comprehend large amounts of business and industry information and rationale for the varying positions, and within a short period of time respond with a proposed solution to meet the needs and objectives of the different parties involved.

The urgency for resolution is key as continuance of the debate or disagreement between the parties (the employer and the union) would have implications such as economic well-being of an employer or a community and quality of life for employees. For example, a top Saskatchewan pork processing company, involving 1,300 employees, could result in pork producers losing up to \$250,000 in a week. Other examples where disputes have occurred include urban libraries and key Saskatchewan financial institutions.

Factor 3 Rationale:

These cases require negotiations or interventions in negotiations where there is urgency of resolution. Since cases of this nature represent the majority of this job's time commitment, the communication role is appropriate at level 4.

Benchmark 47

Park Supervisor Environment

March 19, 2004

Factor 1 (3)

As one of three Park Supervisors reporting to the Park Area Manager, manages the day-to-day operations for an assigned park area including:

- park program implementation; developing operating plans;
- budget development;
- monitor leasing agreements;
- complaint investigation; and
- property management and procurement.

For example, conducts research and analysis on budget allocations, expenditure and revenues to determine the cause of shortfalls and identify possible solutions; and reviews and researches cottage or commercial lease agreements to evaluate the conditions and subsequent lessee compliance.

Factor 1 Rationale:

Level 3 is met as the primary role of the job requires proactive planning within goals established by the Park Manager and interpretation of established regulations and policies. While there are a variety of elements involved in the planning role, level 4 is not met as outcomes are usually known.

Factor 2 (4)

As one of several Park Supervisors within the Parkland EcoRegion, impacts on all aspects of park operation within the geographical area including the safety and enjoyment of park visitors who use the area, facilities and programs. Impacts on the maintenance of physical assets of the park including water and sewage systems, landfills, buildings, swimming pools, campgrounds, etc.

Responsible for up to 40 staff, expenditures of \$880,000 and revenue of up to \$500,000.

Factor 2 Rationale:

This job's impact is greater than BM50, Operations and Planning Engineer. While BM50 impacts on the safety of the traveling public through site specific roadway or roadside improvements, BM47 has ongoing responsibility for all aspects of a park operation. In addition, this job has responsibility for 40 staff whereas BM50 has co-op students from time to time.

This job's impact is similar to BM32, Project Engineer which is one of several in the province that impact on all aspects of highway construction projects resulting in the safety and efficiency of movement of people and goods. Although BM32 has greater expenditures (\$9 million vs. \$880,000 and \$500,000 in revenue), this is offset by a significant responsibility for park assets. Both jobs have equivalent staff.

Although this job has greater staff, budget and revenue impact than BM18, Precambrian Project Geologist, its impact is restricted to one park area. In contrast, BM18 is one of several in the province impacting on broad exploration and economic development activities of the mineral industry.

Benchmark 48

**Director, Systems Services
(previous Industry and Resources)**

January 4, 2008

Factor 1 (5)

Reporting to the Executive Director, Corporate Services, leads the development and implementation of the ministry's information technology infrastructure and strategic plan. This includes planning and designing the ministry's business and technology architecture and directing the development, enhancement and on-going maintenance of application systems to meet program operation needs.

Factor 1 Rationale:

The planning and forecasting skill required exceeds the anticipation of needs and trends addressed in level 4 and meets level 5 due to the substantial reliance upon the position for planning and designing the business and technology architecture integrating all ministry programs and services into a comprehensive systems framework. Although the job is creating a framework in which others will operate, level 6 is not met as the job does not report to the Deputy Minister.

Factor 2 (6)

The job impacts on ministry programs optimizing efficiency through planning, design and maintenance of business systems. Enhances productivity of approximately 400 staff in the ministry through delivery of systems application and support services. Impacts on effective administration of new legislative/regulatory changes and on timely and accurate calculation revenues such as oil and gas royalties and taxes. Ensures security of information through backup, retention, disaster recovery and audit controls.

Responsible for 22 professional and support staff and an expenditure budget of \$ 2.2 million.

Factor 2 Rationale:

This job is greater than BM33, Manager, Branch Systems Solutions as it has direct impact on all aspects of the ministry information system. Although BM33 impact extends to support health services technology, it has responsibility for one aspect of the information technology system (network and system development aspects) and shares availability of health services information impact with other managers.

While BM02, Deputy Director of Security for the Saskatoon Correctional Centre has significantly more staff (100 vs. 22) and budget (\$12million vs. \$2.2 million) and impacts on the institution's operations for 300 inmates, this job, on balance, has equivalent impact with developing and delivering diversified IT services for a ministry of 400.

While the staff and budget elements are comparable to BM23, Director, Human Resources, the human resource function in the Ministry of Highways extends to significantly more staff (1500 vs. 400) and also involves responsibility for safety programs for the field staff in the ministry.

Benchmark 49**Senior Policy Analyst
Policy, Planning and Evaluation Justice****January 4, 2008****Factor 1 (4)**

One of two positions reporting to the Director, Policy, Planning and Evaluation conducting research, policy and program development and evaluation on a wide range of justice related issues. Provides support to the ministry strategic planning and performance measuring activities.

Provides expertise to ministry staff regarding public policy formation, program development and evaluation. Expertise is applied in identifying and reviewing justice policy issues; leading committees which may include stakeholders from the community and/or other ministries or governments; developing and consulting on strategies for the evaluation of programs. The position analyzes, evaluates and or/monitors issues such as: a new urban Aboriginal, community-based program focusing on holistic approaches to family violence; ministry processes in administration of consumer protection legislation; the impact on consumers of consumer protection legislation; the impact of closing court sites; the effectiveness of and development of policies for victim services, Aboriginal and Restorative Justice, crime prevention.

Factor 1 Rationale:

Although some research and policy work involves the development of a new program (e.g., family violence), level 5 is not met as the typical nature of the work relates to specific programs or policy (as requested from any area of the ministry), and not the development of comprehensive and stand-alone vision and strategy.

Factor 2 (5)

One of two positions in the branch that impact on justice programs and issues that arise from any area in the ministry affecting victims, offenders, ministry staff and the community at large. Impact includes improving the effectiveness of programs and services and ensuring changes to programs/new programs meet the identified client needs/gaps in service, consistent and accurate implementation of programs, and that programs are consistent with strategic planning and performance management activities in the ministry. Impacts on the understanding of community groups on justice issues through representation on committees (e.g., Integrated Schools, Community Development, Justice Council, Aboriginal groups). Impacts on the design of ministry and national justice databases through committee work.

Monitors and allocates up to \$100,000 in research funds for projects and co-ordinates research projects undertaken by branch staff.

Factor 2 Rationale:

This job is stronger than BM16, Human Resource Consultant, Health, as it impacts on programs and issues from any area of the ministry and the delivery of justice services affecting victims, offenders, ministry staff and the community. BM16 impacts on the ministry's ability to attract and retain employees, the consistent application of HR policies, effective change management initiatives, and the labour relations climate within assigned branches.

This is one of two jobs, which impact on specific programs and issues as assigned from any area of the ministry and the delivery of justice services affecting victims, offenders, ministry staff and the community at large. This impact is similar to BM04, Director, Maintenance Enforcement, which manages a province-wide program to register, monitor and enforce child and spousal maintenance impacting on 40,000 claimants and respondents and 35,000 children. However, BM04 is rated one level higher than this job as it is responsible for significantly greater staff and budget (i.e., 40 staff versus coordinating research projects undertaken by branch staff and a budget of \$1.6M and the disbursement of \$30M versus monitoring and allocating up to \$100,000 in research funds for projects).

Benchmark 50

Operations and Planning Manager Highways and Infrastructure

January 4, 2008

Factor 1 (3)

Reporting to the Operations Director, performs engineering studies that the ministry uses to improve the safety and use of the region's roadways and roadside areas. Responds to client questions/complaints by providing information on ministry programs and services and the use and application of traffic operations and roadway management policies, standards and procedures. The job analyses, interprets and applies existing engineering standards and common practices in performing studies to identify:

- safety problems (e.g., steep side slopes, poor access or approach to highways, lack of proper signage or pavement markings);
- capacity problems (e.g., traffic flow/count);
- right-of-way problems (e.g., a ditch beside a roadway is flooding and a utility company cannot gain access);
- improvement costs (e.g., cost of adding turning lanes, putting up signals at interchanges, etc.);
- improvement benefits (e.g., investigates accident sites to determine safety problems and roadway or roadside improvements).

For example, where land or a right-of-way area has been flooded, the position researches the drainage patterns, surveys the area, determines the run-off, evaluates the culvert size and recommends to management alternatives or solutions based on the application of existing standards.

Factor 1 Rationale:

Level 3 is met as the position is required to perform research to determine solutions where issues have arisen and been brought to the attention of the position for assessment (e.g., roadside flooding). This does not meet level 4 as the typical nature is situation specific and there is no requirement to anticipate future needs and trends.

Factor 2 (3)

As 1 of 2 Junior Operation Engineers within the region (6 in total within the ministry) impacts on the quality and accuracy of specific site information collected and on the identification of improvements required. The ministry considers improvement recommendations in planning regional/provincial capital and preservation expenditures. Impacts on client understanding by explanation of policies, standards or procedures.

Responsible for co-op students on individual projects as required.

Factor 2 Rationale:

The nature of this job's impact is greater than BM15, Administrative Assistant, Human Resources which ensures accurate processing of benefits documentation for the ministries of Justice and Corrections and Public Safety and contributes to employee understanding of their benefit plans. By contrast, this job impacts on the safety of the travelling public through recommending roadway or roadside improvements.

This job's impact is less than BM47, Park Supervisor, which has ongoing responsibility for all aspects of a park operation (area maintenance, physical assets, programs for the safety and enjoyment of park visitors). In addition, BM47 has direct responsibility for 40 staff, expenditures of \$880,000 and revenue of \$500,000 while this job has responsibility for co-op students on occasion with no direct budget responsibility.

Benchmark 51

Assistant Deputy Minister, Operations
Highways and Infrastructure

January 4, 2008

Factor 2 (10)

Impacts on the safe and efficient movement of people and goods on provincial highways through development and maintenance of all aspects of provincial highway infrastructure (roads, highways, northern airports and bridges) design, construction and preservation. Includes responsibility for:

- Engineering services (including municipalities);
- Standards relating to construction, maintenance and traffic operations (e.g., signing, road to land access controls, safety barrier requirements, snow removal, etc.);
- Transport compliance - commercial motor vehicle enforcement operations;
- Trucking industry programs; and
- Transportation facilities operations (e.g., equipment maintenance, ferry services).

Impact extends to all highway users, industry (e.g., mining, timber, bulk commodity), roadbuilding contractors, consultants and material suppliers. For example, the forest industry relies on reconstruction of existing roads, construction of new roads and upgrading of bridges to allow timber extraction at the required weights. Impacts local government and Indian Band relationships relating to joint management and usage of infrastructure.

Responsible for 5 Executive Directors, 2 Directors and 1,200 staff. Controls budget expenditures of \$210 million and revenues of \$5 million.

Factor 2 Rationale:

This job is greater than BM01, Executive Director, Population Health which impacts a portion of the overall health system. By contrast, this job has sole and direct responsibility for all aspects of provincial highway infrastructure design, construction and preservation ensuring the safety of the travelling public as well as the safety of the staff during highway construction and maintenance projects and enhancement of local economies through provision of access. In addition, this job has a significantly greater number of staff (1,200 versus 45).

Benchmark 52

Director, Science and Technology
Curriculum and Instruction
Learning

January 4, 2008

Factor 1 (5)

Reporting to the Executive Director, manages the development of the province's K-12 core curriculum for the science, mathematics and practical and applied arts areas. There is substantial reliance on the position for guidance and counsel regarding curriculum design, evaluation and implementation (e.g., overseeing curriculum committees). The position assesses the needs of employers and post-secondary institutions to determine the current and long-term suitability of the curricula; defines areas of desirable change in content or delivery; evaluates new materials (e.g., curriculum guides, information bulletins) where applicable; and establishes pilot programs and implementation activities.

Factor 1 Rationale:

The job meets level 5 as the typical nature of the work requires the development of long-range strategies (i.e., some a generation ahead) in order to develop original and innovative material that meets the future needs of students and employers in the workplace.

Although the job is creating the framework in which others will operate, level 6 is not met as the position manages a segment of the overall curricula and does not report to the Deputy Minister.

Factor 2 (7)

As 1 of 3 curriculum unit directors (Science and Technology, Social Sciences, Humanities), impacts on the content (e.g., balanced cultural perspective) and quality of a significant segment of the curricula delivered to approximately 200,000 students in the province's K-12 education system. This includes the areas of mathematics, science, technology and practical and applied arts. Contributes to the competency in delivery of new or revised curriculum by establishing pilot programs, designing implementation activities and providing instruction and information guides for the field. Impacts on implementation costs associated with new or revised curriculum (e.g., capital expenditures for facilities, lab equipment, and materials). Shares impact with other unit directors in ensuring the curricula adheres to the requirements of post-secondary institutions and meets the needs of future employers (i.e., a competent contributing skilled work force).

Responsible for a team of 6 professional and support staff. Supervises curriculum committees established for curriculum development.

Factor 2 Rationale:

The job's impact is greater than BM02, Deputy Director, Security, Saskatoon Correctional Centre, which impacts on the health and safety of the inmate and staff population within an institution housing on average 300 inmates and 250 staff. In contrast, BM52 impacts on all students within the province's K-12 education system (i.e., approximately 200,000 students) through delivery of curriculum for the science, mathematics and practical and applied arts areas, which comprise almost 40% of the total subject matter delivered to students.

The job's impact is less than BM24, Director, Environmental Protection Branch. While this position impacts on approximately 40% of the total subject matter curriculum delivered to approximately 200,000 students in the province's K-12 education system, its impact is not as broad as BM24. BM24 impacts more broadly on the general public (all ages versus students within the K-12 education system) by directing programs that ensure the long-term sustainability of the province's primary air, water and land resources and clean air and a healthy ecosystem for all residents. BM24's impact extends to all municipal governments, several government ministries and agencies, all large industries and several thousand businesses impacted by enforcement and monitoring programs, policies and/or legislation.

Benchmark 53

Deputy Minister's Administrative Assistant Agriculture and Food

January 4, 2008

Factor 1 (2)

Reporting to Deputy Minister, manages the administration of the Deputy Minister's Office.

The position is relied upon to provide expertise to ministry staff on office management practices relating to internal communication and documentation processes that affect the ministry's administrative support functions. This includes providing direction regarding documentation going to the Minister's Office such as Cabinet Decision Items, Treasury Board Submissions, Orders-in-Councils, briefing books, etc. As the ministry contact with the Minister's Office, edits all material prepared by senior ministry officials for the Deputy Minister's or Minister's signature.

Factor 1 Rationale:

The position's expertise exceeds level 1 as it is assigned the role of finality of action with respect to documentation sent to the Minister's office. Planning requirements include integration of office administration and support functions across the ministry. Although the position manages the day-to-day operations of the Deputy Minister's Office, level 3 is not met as the issues surrounding office management practices and gathering background information are not equivalent to in-depth analysis required at level 3.

Factor 2 (3)

Impacts on the image of the Deputy Minister's Office by ensuring the accurate completion and timely flow of documents and information (e.g., correspondence, briefing material, Cabinet Agenda Items, Treasury Board submissions) to the Minister's Office and other government officials and ministry stakeholders. Impacts on consistent and efficient ministry administrative or operational processes and policies applied throughout the ministry. Impacts on accurate budget forecasting and approval of office expenditures.

Supervises 3 secretarial support within the Deputy Minister's Office and provides direction to all ministry support staff and senior managers on government office management standards.

Factor 2 Rationale:

While BM45, Administrative Assistant has responsibility for a couple more staff, it impacts on branch administrative activities rather than the administrative support functions for the ministry as a whole.

Although BM62, Junior Protocol Officer affects perceptions of foreign delegations and potential future relations of the province with the various countries through the co-ordination of specific events, the Deputy Minister's Secretary impacts on the image of the Deputy Minister's office as well as ministry administrative support functions enabling senior management to perform their work effectively. And, with the responsibility for 3 staff and a matrix responsibility for ministry support staff and senior managers, these jobs, on balance, are equivalent.

Impact is less than BM16, Human Resource Consultant, Health, which has direct impact in providing all human resource consulting services (classification, staffing, labour relations, organizational development) to an assigned portfolio within the ministry.

Benchmark 54

**Judge's Administrative Assistant
Justice**

January 4, 2008

Factor 1 (2)

Reporting to the Executive Assistant to the Chief Justice of Saskatchewan, manages the private chambers of two Court of Appeal Justices and provides secretarial and administrative support to the Executive Assistant to the Chief Justice of Saskatchewan and other members of the Court of Appeal.

The position's responsibilities include: screening and responding to electronic correspondence; scheduling meetings and conference calls; cataloguing, indexing and filing correspondence and other materials; coding and processing invoices; screening the judge's telephone calls and responding to inquiries; and maintaining a schedule of the judges' activities and deadlines including diarization of when judgments should be issued. Typing and proofreading judgments requires verifying all citations and quotations and advising the judge of any inaccuracies in situations where the information is usually clear (e.g., the case cited by the defense lawyer is under appeal and therefore not useable; the case cited by the prosecution is not related to the case being heard).

Factor 1 Rationale:

The level of expertise required to research citations and exercise judgement in the content as it applies to the case at hand exceeds level 1 and meets level 2 for substantial reliance upon the position's expertise for finality of documentation for the Judge. This is not equivalent to the in-depth analysis of level 3 to interpret how existing standards should be applied.

Factor 2 (1)

Provides secretarial and administrative support for two of seven Court of Appeal Justices, as well as for other members of the office. The position impacts on the image and smooth operation of all aspects of the administration of the judges' offices and the efficient typing of legal documentation (e.g., judgments, fiats, endorsements).

Factor 2 Rationale:

Providing secretarial and administrative support to two Court of Appeal Justices is not as strong as BM45, Administrative Assistant, which impacts on the office management and administrative processes across all regions in the province and has direct supervisory responsibility for 4-6 staff.

Benchmark 55

Assistant Deputy Minister, Policy and Financial Services
Agriculture and Food

January 4, 2008

Factor 1 (6)

Reporting to the Deputy Minister, oversees:

- ministry policy and program development and implementation; development, implementation and delivery of agricultural financial programs;
- the Saskatchewan Crop Insurance Corporation (SCIC) including overall policy framework, administrative structure and budget for delivery of crop insurance programs; and
- co-ordination of the ministry's strategic planning.

Provides leadership in the evaluation and integration of existing programs and policies to establish overall ministry policy framework and direction. This includes taking into account global and domestic agricultural and food policy and economic issues, elements of risk management, trade, transportation and land use policies and developing new methodologies or approaches to manage available resources.

Factor 1 Rationale:

This job meets level 6 for providing leadership on broad ministry and SCIC strategies and frameworks and managing the interests and risks associated with long-range policy and strategy development.

Factor 2 (10)

Impacts on the province's economic growth and viability of the agri-food industry including global and domestic impact through policy, research and program development. Impacts directly on agribusiness and food processors providing financial opportunities through investment management, loan portfolio administration, loan guarantees, grants, rebates and incentive programs. Impact extends to the financial and emotional well-being of Saskatchewan's farmers providing transition assistance to those families with persistent low incomes and stress management, financial and business planning and counselling services. Impact also includes SCIC clients who purchase insurance through federal/provincial production risk programs. Contributes to the development of federal policies and programs.

Responsible for the work of 3 branches including 432 staff and controls budget expenditures of approximately \$240 million. In addition, financial programs include \$55 million in loan guarantees, a loan portfolio of \$66 million and equity investment portfolio of \$22 million.

Factor 2 Rationale:

This job is greater than BM14, ADM, Industry Development. Although BM14 has economic development impact on all sectors of the economy, this job has broad cross- ministry impact on policy and program development and implementation, agricultural financial program delivery directly affecting agri-food industry clients. In addition, this job has direct overall responsibility for SCIC and the associated insurance client base. Impact on staff and financial resources is also greater. While this job has 432 staff and a budget of \$240 million, \$55 million in loan guarantees, a loan portfolio of \$66 million and equity investment portfolio of \$22 million, BM14 has 80 staff with a \$9.4M budget and \$2.5M in economic development funding.

Benchmark 56**Director, Finance and Operations Services
Ministry of Trade and Export Development****October 2023****Factor 1 (5)**

Reporting to the Executive Director, Corporate Services, oversees the planning and delivery of the ministry's financial services (e.g., strategic budget planning, fiscal forecast management, financial accounting and reporting) and general operations (i.e., legislative and contract services, freedom of information access/privacy requests, records management, accommodations, and information technology and systems development and maintenance).

Factor 1 Rationale

While the position has responsibility for multiple functions the provision of planning related to overseeing a financial service for a ministry as described would warrant a level 5 rating on its own whereas managing programs like legislative services, freedom of information and privacy, records management, accommodations, and information technology would be rated level 4.

Meets level 5 given the reliance on the position to ensure yearly budgeting, forecasting, and planning initiatives align with senior executive committee's plans/visions and meet the long-term strategic goals and objectives of the organization. This exceeds level 4 which includes positions that primarily perform planning and/or research that contributes to longer-term strategic initiatives as demonstrated in BM 4 Director, Maintenance Enforcement and BM 5 Director, Kilburn Hall.

Less than level 6 as the provision of leadership and final oversight for ministry functions and strategies rests at a higher level in the organization.

Benchmark 57**Assistant Deputy Minister, Operations
Social Services****January 4, 2008****Factor 1 (6)**

Reports to the Deputy Minister and oversees the delivery of ministry programs through regional offices (Family and Youth Services, Income Security, Career and Employment Services).

Provides corporate direction and leadership to Regional Directors on operational problems, resource management, organizational design and program policy/standard application. Provides leadership province-wide in the development of strategic regional service delivery policy (including mechanisms specific to Northern Communities), annual operating and resource plans, and program goals and objectives.

Factor 1 Rationale:

Position meets level 6 as it has final oversight for frameworks and strategies to manage various public needs and potential ramifications in the delivery of the ministry's primary functions (i.e., income security, career and employment services, child welfare, etc.).

Factor 2 (10)

Impacts on the effective and efficient province-wide delivery and accountability of the ministry's programs and services that provide clients with the skills to enhance career prospects and experience less welfare dependency, child abuse and family violence.

Impacts on the design and operation of 22 financial and social programs affecting over 40,000 clients. Diversity of programs includes: Youth Protection, Resource Development, Sexual Abuse Treatment Unit and Family Builders, Adoption/Teen and Young Parent Program, Family Preservation, Family Connections, Dales House, Eden House, 16–17-Year-Old Program, Income Security Intake, Verification, Alternative Measures, Community Outreach, Accounts, Records, Clerical and Program Support. Also impacts on Career and Employment Services delivered through Canada-Saskatchewan Centres which provide a single-entry point for individuals to a broad range of career and employment services (e.g., career counseling, resume writing, employment programs through partnerships with industry and business, training). This impacts directly on 8,000-10,000 program participants per year and 5,000 employers. Ensures accountability and security of financial and program information and control systems.

Responsible for a team of 6 Regional Directors, 1,000 staff and a budget of \$105M.

Factor 2 Rationale:

BM 14 ADM, Industry Development, impacts on the climate for creation, growth and attraction of businesses and co-operatives in the province in all sectors of the economy through planning and formulating programs, policies and initiatives for delivery of provincial economic development services through eight regional offices. That level of impact is equivalent to this job which impacts on 40,000 clients through provision of direct financial and emotional assistance programs (i.e., income security, child welfare) through 6 regional offices and on a further 10,000 clients and 5,000 employers through provision of career counseling services. However, this job is stronger because it also has responsibility for 1,000 staff whereas BM14 has 80 and for \$105M budget whereas BM14 has \$12M.

Benchmark 58

Director, Transportation Policy
Highways

January 2022

Factor 1 (5)

Reporting to the Executive Director, responsible for developing strategic and operational policy for the ministry with authority to make final recommendations to the Deputy Minister to advance ministry or government direction. This role is one of managing the evolution of an issue, policy, or strategic policy framework for the Deputy Minister, Minister, or Cabinet's consideration. This includes leading, planning and conducting ministry improvement initiatives including policy review and evaluation, legislative review, regulatory review, and regulatory red tape review to ensure alignment with Government's and the Ministry of Highways' mission, vision, values, goals, and priorities for the transportation sector.

Factor 1 Rationale:

The planning and forecasting skill required exceeds the anticipation of needs and trends addressed in level 4. Meets level 5 given the job's requirement to develop and implement strategic and operational policies, legislation, regulations, and related strategies that support a safe, reliable, efficient multi-modal transportation system. Does not meet level 6 as it does not have final oversight for functions and strategies to advance ministry direction or report to the Deputy Minister.

Similar to BM 24 Director, Environmental Protection which manages the development, implementation and evaluation of environmental protection and containment programs, policies, and regulations. Integrates regional delivery issues and objectives of other ecosystem management programs in developing long-range vision and strategies regarding protection of the province's air, water, and land resources. BM 58 is similar, having to develop and integrate the vision and strategies to advance the ministry's goals involving the movement of goods and citizens by automobile, commercial truck, air, and rail on a safe and sustainable provincial infrastructure.

Stronger than BM 04 Director, Maintenance Enforcement which manages a provincial program that registers, monitors, and enforces child and spousal maintenance. Assessing program outcomes and modifying the existing program through development of specific policies and/or methods to obtain support payments is not equivalent to BM 58 which is responsible for the development of a stand-alone vision and strategies related to the province's multi-modal transportation system.

Weaker than BM 55 ADM, Policy and Financial Services which provides leadership in the evaluation and integration of existing programs and policies to establish overall ministry policy framework and direction. BM 58 is weaker as it does not have final oversight to advance ministry direction.

Factor 2 (7)

The position has a direct impact on industry, municipalities, the public and other jurisdictions through its regulatory responsibility, policy development, and formal engagement responsibilities. The job impacts the long-term sustainability of the provincial transportation infrastructure system and the economic and social viability of Saskatchewan rural and urban communities through planning, prioritization, consultation, and development of sustainable policies for the transportation network.

Responsible for 8 staff, a budget of approximately \$ 1 million, and revenue generation of \$4 million.

Factor 2 Rationale:

Similar to BM 25 Senior Design Engineer which impacts on the safety, long-term sustainability, and maintenance of the province's highway infrastructure versus the safety and sustainability of the provincial transportation infrastructure. With similar staff and budget the two are equivalent.

Stronger than BM 20 Integrated Resource Manager which impacts on the sustainability of the resource base within 1 of 5 eco regions (e.g., impacts on the prevention of habitat degradation, declining fish populations, deforestation). Given similar staff and budget, BM 58 is stronger as its scope of impact on the transportation infrastructure is provincial not regional in nature.

Weaker than BM 7 Regional Director which impacts on social services programs (e.g., career and employment programs and 22 financial assistance and family services programs for 26,000 clients) and is responsible for a team of 7 managers, 300 staff, and a budget of \$85 million. Though provincial in nature, BM 58 is weaker, having significantly less staff, budget, and program diversity.

Factor 3 (2)

The position oversees commercial vehicle and hours of service regulations and policy. The position must engage enforcement agencies inside and outside of government to educate on the intent of policy and regulations and broker agreement on enforcement standards, blitz intervals and shared messaging to industry and the public.

Factor 2 Rationale:

Meets level 2 for influencing the actions or behaviour of others through education or persuasion on the application or interpretation of standards or principles. Does not meet level 3 as it does not reach agreements by influencing the actions or behaviour of others where there is a diversity of competing interests, multiple considerations, and absence of standards.

Similar to BM 04 Director, Maintenance Enforcement which convinces clients that the action taken on a particular file is appropriate and reasonable and is in accordance with legislative and regulatory constraints on the collection of maintenance. BM 58 is similar for gaining agreement on enforcement standards.

Stronger than BM 22 Executive Director's Assistant which provides factual information and there is no requirement to influence others on issues of interpretation, approach, timelines, or resource requirements as it provides instructions to staff on work methods and administrative procedures. BM 58 is stronger as it exceeds the exchange of factual information.

Weaker than BM 24 Director, Environmental Protection which achieves agreements in situations where there are competing interests, absence of standards and a diversity of underlying issues. For example, negotiates multi-party agreements regarding monitoring and protecting water, land, and air quality where there is no clearly established scientific evidence or parameters around the topic being negotiated. BM 58 is weaker as it does not restore public confidence nor directly resolve disputes with a diversity of underlying issues or interests.

Benchmark 60**Finance Management Analyst, Provincial Comptrollers****January 4, 2008****Finance****Factor 1 (4)**

As one of several analysts reporting to one or more managers within the branch on a project basis, provides financial accounting and financial management expertise to senior financial officers in portfolio ministries, the Provincial Comptroller, Treasury Board and/or Cabinet. Depending on the nature of the projects assigned, the position:

- prepares government financial statements (e.g., General Revenue Fund, Summary Financial Statements); and/or
- develops and implements financial accounting or management policies or practices for Executive Government and entities responsible to Treasury Board (e.g., policy for accrual accounting and capital assets, policy for late interest payments to suppliers).

Expertise is applied in:

- recommending accounting treatment for transactions with little or no precedent (e.g., Federal Government Transfer payments, complex debt transactions);
- assessing the implications of and applying new accounting standards in the public sector (e.g., government-wide budgeting, accounting for government grants);
- assessing risks and recommending internal control solutions for large new ministry systems (e.g., Saskatchewan Savings bond Registry system);
- analyzing and critiquing emerging national accounting standards as they are being developed;
- preparing summary financial statement based fiscal forecasts; and
- researching and recommending strategies to address Provincial Auditor issues or financial statement qualifications.

Factor 1 Rationale:

The typical nature of the work is equivalent to level 4, which requires a senior level of expertise in order to assess the work of and provide counsel to clients, ministry analysts and junior financial management analysts and to analyze financial system needs and develop solutions where issues are not always identified (e.g., reviewing proposed legislative changes and potential implications for assigned ministries).

Factor 2 (5)

Impacts on the accuracy and efficiency of revenue and expenditure systems and the soundness of financial management practices within one or more government ministries. This can affect a large range of financial management topics such as cash management, payment processing, internal control, inventory management, banking processes, etc. Impacts on the planning and development of new or revised systems and ensures financial management systems/practices are consistent with government standards and policies and that adequate financial controls are in place. Has contributory impact on broader program policies and issues, which ultimately affect how the revenue and expenditure systems in ministries interact with the general public.

Factor 2 Rationale:

This job's impact is greater than BM17, Junior Classification Consultant, which is one of several consultants within the branch responsible for following established standards in responding to specific

position reviews as assigned and maintaining equity across ministries. In contrast, BM60 is responsible for reviewing whole financial management systems.

This job's impact is less than BM20, Integrated Resource Manager. Reviewing and approving resource allocation plans and development proposals within 1 of 5 EcoRegions, impacting on long-term sustainability in areas such as fisheries, wildlife, land-use, oil and gas, wetland management, and aboriginal involvement, is greater than ensuring ministry accounting systems provide sound financial management practices.

Benchmark 61

Senior Equity, Diversity, and Inclusion Consultant
Public Service Commission

December 2023

Factor 1 (4)

Reporting to the director, leads the ongoing assessment of equity, diversity, and inclusion (EDI) issues within the Government of Saskatchewan, considering the perspectives of the people who work in the public service and the clients served, identifying current activities, gaps, and areas of opportunity. Researches and monitors equity, diversity and inclusion issues, best practices, human resource trends, environmental scans, etc., and develops and implements programs, policies, and resources used to increase awareness. Provides assessment and counsel to senior leadership, diversity groups/networks, ministry clients and PSC colleagues to promote acceptance of EDI across government (e.g., recommending inclusion strategies within a ministry to support LGBTQ+ employees).

Factor 1 Rationale:

Unlike jobs at level 3, which typically counsel clients by referencing and applying past precedent and existing criteria (e.g., policies, standards), this position provides solutions (i.e., develops new programs, policies, and resources for clients) on EDI issues where there are no clear answers and outcomes are usually unknown, thus meeting the intent of level 4. Although the role addresses new strategic planning approaches with regards to EDI, it does not meet level 5 as the development of the overall vision and strategy for employee wellbeing and inclusion rests with the executive director and the director is relied upon as the PSC's sole provincial strategist and subject matter expert within the functional area specific to equity, diversity, and inclusion.

Factor 2 (6)

The job impacts on the promotion across government of fair treatment and full participation of all people, especially populations that have historically been underrepresented or subject to discrimination because of their background, identity, disability, etc. Promoting employment practices for people with diverse backgrounds, ways of thinking, identities and experiences in a workplace impacts on innovation across government in terms of accepting EDI, which in turn impacts on the provinces' ability to attract and retain talent. Impacts on the acceptance and promotion of EDI across government in the following areas:

- works with committees and provides strategic consulting services, advice, and guidance;
- works with champions within ministries to encourage them to support a culture shift on EDI; and
- partners with human resource professionals and/or ministry clients and provides expertise, guidance and recommendations on ministry goals, direction, and decisions as it relates to EDI.

Factor 2 Rationale:

The job's impact is greater than BM 49, Senior Policy Analyst, in that it has *sustained, ongoing responsibility* for standards and outcomes within a discrete program area, whereas BM 49 undertakes research in specific programs or issues as assigned with no ongoing responsibility for the delivery.

The impact is similar to BM 03 Senior Child Protection Program Consultant, which impacts on development, implementation and monitoring of legislation, standards, policies, and practices for child protection services delivered by the ministry. The distinction at level 6 is that it has *ongoing* responsibility for standards and outcomes like the topic position which has *ongoing* responsibility for EDI programs, policies, and resources.

The impact is weaker than BM 23 Director, Human Resources. Although BM 61 impacts on employee's service-wide in one functional area, BM 23 has greater diversity and extent of impact through delivery of all HR functions (staffing, labour relations, organizational development, employee assistance/wellness programs, and benefits administration) for 1500 employees. Further, the BM has responsibility for 15-18 direct staff and a budget of \$1.1 million.

Benchmark 62

**Junior Protocol Officer
Government Relations**

January 4, 2008

Factor 2 (3)

As one of 2 Protocol Officers, impacts on the preparedness of government officials to meet with foreign guests ensuring appropriate briefing material is available.

Contributes to the positive perceptions that diplomats, consular corporations and foreign delegations have of Saskatchewan while visiting the province by effective and timely co-ordination of itineraries and logistics. Impacts the appropriateness of venues and activities based on the particular ethnic group including incorporation of cultural sensitivities.

Factor 2 Rationale:

This job is similar to BM53, Deputy Minister's Administrative Assistant which is responsible for setting the direction and tone for secretarial support services within the ministry and the preparedness of the Deputy Minister, Minister and senior managers in the ministry to perform their work.

Although both have project responsibility, BM32, Project Engineer directly affects the safety and efficiency of movement of people and goods through planning and building of roads through highway projects whereas this job's impact is more indirect with respect to creating positive perceptions of foreign delegates coming to the province.

Benchmark 63**Data Scientist****December 2023****Ministry of SaskBuilds and Procurement****Factor 1 (4)**

Reporting to the Director, Project Support Office, this position is responsible for predicting and identifying strategic research questions; identifying relevant data, extracting that data or working through established privacy protocols to receive it; creating data models or analytical tools; designing research methodologies; conducting advanced analyses; and summarizing and communicating results to senior leaders providing direction or recommendations about program and/or service revisions.

Factor 1 Rationale

Meets level 4 for analysing needs, trends, and program outcomes and providing recommendations to senior management based on predictive analytics and data analysis. Similar to BM 3 Senior Child Protection Program Consultant as both are relied on to provide expertise in relation to program and service evaluations and to develop recommendations that improve service and accountability. Level 5 is not met as the nature of the research does not require the development of long-range vision and strategies and anticipation of changes likely to unfold well into the future.

Benchmark 64

**Assistant Deputy Minister
Policy, Community Living Division and Disabilities
Social Services**

January 3, 2008

Factor 3 (4)

There are jurisdictional, political, and public concerns that relate to the government's historical responsibility for managing public/taxpayer's dollars and handing this over to the First Nations communities (both on and off reserve). Public debate has been on such issues as accountability (e.g., handling of public dollars and fairness of employment opportunities, disbursement of money to others etc.) and special treatment for First Nations that not everyone feels is appropriate.

This position represents the government with FSIN and 17 First Nations Child and Family Services Agencies to achieve agreement on the delivery of social programs on reserves. First Nations' position is that they have full jurisdiction on reserve for services. Government's position is that, ultimately, the Minister is responsible for on-reserve services (through delegation).

There is much debate among stakeholders, interest groups, other ministries, Federation of Indian Nations, individual First Nations, Indian and Northern Affairs, third party interest groups (i.e., Union in terms of devolution of services, CBO's providing services, Children's Advocate, etc.), and local government authorities. There is a responsibility for this position to respect the self-government agenda, treaties and the Indian Act with respect to developing agreements and negotiating new approaches (i.e., off reserve services).

Factor 3 Rationale:

The difficulty and sensitivity of the issue of social program delivery on and off reserve (one of many such issues with which this position is faced) is equivalent to that found at level 3. However, this combined with the fact that the issue has been subject to long-term debate demonstrates the need for development of longer-term systemic improvements spoken to at level 4.

Benchmark 65

Manager, Regional Support Services
SaskBuilds and Procurement

December 2023

Factor 1 (4)

Reporting to the Director, Support Services, this position manages the escalation, prioritization, and resolution of remote and onsite computer issues across government involving desktop software, hardware, operating systems, and client/server applications. Identifies and develops solutions and strategies to address recurring computer problems (e.g., software distribution, security threats) and technical incidents (e.g., delays, malfunctions, errors) that negatively impact information technology service level performance.

Factor 1 Rationale:

Unlike jobs at level 3, which typically counsel clients by referencing and applying existing criteria (e.g., policies, standards) and past precedent, this position's typical planning role is to identify and resolve remote and onsite support problems through researching and analyzing patterns and trends across government. This is equivalent to level 4 as the job not only develops solutions to existing problems but plans the means and methods to ensure support solutions and strategies consider client needs before computer issues become compounded or escalated.

While the job makes the necessary operational changes to enhance service support to clients, the nature of the job's role does not require development of a comprehensive, integrative vision and strategy spoken to at level 5.

Factor 2 (6)

The position impacts on the productivity of approximately 12,000 users across government by ensuring timely and accurate diagnosis and resolution of remote and onsite computer issues. Ensures processes relating to call tracking and the escalation of incidents are efficient and effective which ensures that service level targets are being met. Impacts relating to incident management and request fulfilment directly influences the operational continuity of ministries as delays or disruptions in resolving computer issues can impede the timely delivery of essential services including citizens access to critical information/services (e.g., health records and other digital services).

Responsible for a team of 23 professional and support staff and a budget of \$2,600,000.

Factor 2 Rationale:

The job is similar to BM 03 Senior Child Protection Program Consultant as both impact on the development and delivery of a discrete program area (i.e., child protection services vs regional support services). While BM 03 impacts on systemic child protection issues, its extent of impact is limited to an aspect of child protection services as there are other consultants involved with other areas of child protection program standards and services delivered to citizens. In comparison, the impact of BM 65 is more pervasive impacting both internally (i.e., all government employees) and externally (i.e., clients accessing government services and information) by ensuring the timely diagnosis and resolution of computer issues across government, so on balance the two are equivalent.

The job's impact is greater than BM49, Senior Policy Analyst which is one of two positions impacting on various programs or issues arising from any area within the ministry and no authority to direct staff. In

comparison, BM 65 *has sustained, ongoing responsibility* for developing/refining government's regional support services (i.e., remote and onsite incident and problem resolution and onsite request fulfilment standards, procedures, practices), and has significantly greater staff and budget responsibilities.

Weaker than BM 06 Director, Child Day Care which directs the development and delivery of Saskatchewan's child day care services impacting on approximately 4,450 licensed and unlicensed care givers impacting on 90,000 children across the province. While both positions have responsibility for the delivery of a provincial service as well as comparable staff, BM 06 impacts on all aspects of the province's day care operations (e.g., legislation, licensing, staff qualifications, dietary standards, physical safety, financial systems, learning framework, funding for operations) and has significantly more direct budget responsibility (i.e., \$19 million vs \$2.6 million).

Benchmark 66

Executive Assistant to the Chair
Financial Services Commission

October 4, 2013

Factor 2 (1)

Impacts on the image of the Financial Services Commission through the timely and accurate completion of documents (including Board's decisions) and requests for information to the Minister's office, government officials, unions, employers and stakeholders.

Ensures scheduling of hearings in an efficient and timely manner, tracking exhibits and disseminating hearing decisions.

Ensures accurate and timely submission of the invoice payments and the budget forecast of \$1.2M for the agency.

The position has no direct staff or matrix responsibility for others not reporting to the position.

Factor 2 Rationale:

BM15, Administrative Assistant, HRB has a greater scope of impact than the topic position as it impacts directly on summer students through ability of to hire them (i.e., administering the summer student program) and through processing benefit plans for the ministry of Corrections, Public Safety and Policing (CPSP).

Note: Administrative support jobs rated at level 2 typically have direct responsibility for at least 3 staff, significant matrix responsibility, and/or provision of support to employees in a large division or ministry. For example, most ADM secretaries in large ministries are rated at 2 as they provide support to large divisions with up to 800 employees and have responsibility for some of the work of other support staff in their division. Because the Financial Services Commission is a significantly smaller agency than CPSP (30 – 40 employees versus 2,000), the extent of impact is significantly different.

Benchmark 67

**Director, Apprenticeship
Apprenticeship and Trade Certification Commission**

October 4, 2013

Factor 2 (7)

The job impacts the development and implementation of policy, legislation, regulations and programs with respect to province-wide apprenticeship training and certification of trades. Responsible for development and maintenance of training curriculum, assessments, registrations, certification and qualifications of apprentices, tradespersons and journeypersons. Impacts on the supply of skilled workers to meet demand in Saskatchewan and the mobility of skilled workers in and out of the province through the development and implementation of new agreements and partnerships (e.g., Agreement on Internal Trade, New West partnership agreements).

Responsible for 40 staff, a budget of \$4.6 million and revenue generation of \$2.2 million. Impacts on 9,000 apprentices in 47 registered trades among over 8,000 employers in the province.

Factor 2 Rationale:

The job is stronger than BM04, Director, Maintenance Enforcement. While BM04 is also responsible for a provincial program and impacts on a greater number of clients (40,000 vs. 9,000), it impacts on administrative processes required to secure maintenance payments as determined by the courts. By contrast this job impacts on all aspects of the apprenticeship training and certification program (legislation, development, implementation, monitoring, training curriculum) for numerous occupations in the province. There is no significant difference between the jobs with respect to staff and budgetary responsibility.

The job is weaker than BM07, Regional Director, Regina Region which impacts on the delivery of a wider variety of programs (child protection, adoption, family preservation, income security, sexual abuse, etc.). In addition, BM07 has significantly greater impact with respect to staff (300 vs. 40) and budget (\$85 million vs. \$4.6 million) responsibilities and impact on a greater number of clients (26,000 vs. 9,000).

Benchmark 68

Director, Finance, Accountability and Corporate Services
First Nations and Métis Relations

October 4, 2013

Factor 1 (6)

Reporting to the Deputy Minister, provides overall leadership for the development and delivery of the ministry's corporate services including the following areas:

- strategic planning and performance management processes;
- finance and administration including financial planning, reporting and controls;
- budget development;
- fiscal forecasting;
- accommodation management;
- internal auditing and accountability;
- financial administrative policies and procedures;
- negotiate on-going service agreements for the provision of information technology and human resources; and
- deliver the provincial First Nations Gaming Program through distribution of the province's gaming proceeds and implementing appropriate accountability measures.

Factor 1 Rationale:

Since the job reports to the Deputy Minister and is accountable for establishing the overall strategy and framework for a number of areas integrated across the ministry, it is equivalent to level 6. While the transactional processes for payments, etc. are done in the ministry of Municipal Affairs, the final oversight for the strategy and framework is this job's role.

Factor 2 (6)

The job impacts on a variety of internal ministry programs optimizing efficiency and accountability through planning and delivery of central finance and administration and strategic planning components. Ensures quality financial controls and reporting and enhances productivity of approximately 74 staff in the ministry through delivery ensuring quality support services including HR, IT and accommodation services.

Additionally, the job impacts on the enhancement of First Nations economic development, job creation and other initiatives through disbursement of provincial gaming proceeds through the First Nations Gaming program. Impact extends to those First Nations bands and organizations that access the program and the job ensures appropriate and consistent use of funding.

The job is responsible for: 6 direct staff; an expenditure budget of \$ 2.8 million; consistent disbursement of approximately \$50 million relating to the First Nations Gaming Program; \$250,000 revenue; and planning, forecasting and reporting on \$75 million of the ministries budget.

Factor 2 Rationale:

BM48, Director, Systems Services optimizes efficiency through planning and delivery of internal core services for the design and maintenance of business systems. With the same direct budgets (\$2.2 million vs. \$2.8 million), BM48 serves a ministry of 400 with a direct responsibility for 22 staff, whereas

the topic position serves a ministry of 73, with 6 staff. While BM48 supports a larger ministry and has a marginally greater staff complement, the topic position's added responsibility of the First Nations Gaming Agreement makes the two positions equivalent.

BM 23, Director, Human Resources and the topic position both have impact on internal ministry-wide core services with a similar staff component (15 vs 6) and direct budget (\$1.1 million vs. \$2.8 million). BM 23 has responsibility for a complete HR function servicing 1500 employees whereas the topic position has 2 primary internal functions (finance / administration and strategic planning processes) with some impact on HR and IT through maintaining service agreements, for approximately 75 employees. Despite the added responsibility for the provincial First Nations Gaming program, the differential of employees impacted through internal ministry central services is not a comparable extent of impact.

Benchmark 69

Director, Project Delivery (South)

February 2023

SaskBuilds and Procurement

Factor 1 (4)

Reporting to the Executive Director, Project Planning and Delivery, oversees all aspects of construction projects designed to upgrade, renovate, repair, or replace buildings and floor spaces for facilities within Regina and southern region. Delivers approximately 100 or more projects per year from the planning stage through to completion and facility turnover/occupancy. This includes developing long-range plans and strategies for the remediation and/or maintenance of facilities to ensure long-term viability.

Factor 1 Rationale:

Meets level 4 as planning involves applying standardized project management principles and researching and analyzing construction needs and trends to ensure project deliverables are on time and on budget. This includes addressing project planning and design issues with clients and stakeholders as needed, ensuring changes during the construction period are in alignment with the project budget and scope. Does not meet level 5 because the nature of the planning is primarily cyclical (i.e., ensuring capital/construction plans are prioritized and in alignment within the established long-term infrastructure capital plan) and therefore does not require the development of a comprehensive, integrative, and stand-alone vision and strategy.

The role is similar to BM37 Manager of Community Planning (level 4) which manages community/municipal land use and development planning for half the province similar to BM69 which manages construction projects/planning for half the province. While both are responsible for addressing development issues through strategic planning approaches (i.e., community and municipal development vs facility construction development), the integrative provincial vision for planning rests with the Executive Director for each position.

Weaker than BM70 Director, Major Capital Projects, Health (level 5) which oversees the planning and execution of large-scale capital projects (e.g., \$300M hospital renovation and expansion) from inception considering the future utilization of the facility and integrating both design and construction considerations with funding arrangements and operating and programming requirements. Unlike BM69, which is responsible for managing 100 or more facility upgrades and/or renovations throughout the year, BM70 is responsible for developing a comprehensive stand-alone vision and strategy for each large, multi-year project from start to finish.

Benchmark 70

Director, Major Capital Projects
Health

February 2023

Factor 1 (5)

Reporting to the Executive Director, Infrastructure Branch, oversees the planning and execution of large-scale capital projects (e.g., \$300 million hospital renovation and expansion). The position provides project oversight and governance leading all aspects of the hospital's design and construction including financial management (e.g., manages project budget and financial reporting), developing tenders and awarding contracts, managing federal/provincial funding arrangements, developing partnerships both locally (e.g., local indigenous leaders) and nationally (e.g., Government of Canada), addressing health care programming requirements in partnership with the Saskatchewan Health Authority (SHA) and the Ministry of Health, and acting as the ministry representative for all media relations.

Factor 1 Rationale

This position is equivalent to a level 5 as it is relied upon to deliver complex capital project priorities that require a comprehensive stand-alone vision and strategy to complete the project from start to finish (e.g., a discrete focus on leading and developing all aspects of the hospital's construction/expansion over several years). The planning role exceeds level 4 because there are many variables to integrate requiring strategies that advance design specifications, construction phases and program operations (i.e., in partnership with SHA, Ministry of Health, and other sector partners), to execute and deliver a facility that achieves needs and expectations.

Stronger than BM69 Director, Project Director (level 4) which manages the planning and delivery of 100 or more construction projects per year. Unlike BM70, the nature of BM69's assignment is primarily cyclical (i.e., ensuring annual capital/construction plans are in alignment within the established long-term infrastructure capital plan) and therefore does not require the development of a comprehensive, integrative, stand-alone vision and strategy.

Similar to BM25 Senior Design Engineer (level 5), which is the sole provincial subject matter expert in the area of highway design engineering and develops the design strategy and vision for the province that meets future need and utilization and integrates costs, safety of public, new technologies and parameters for use of non-standard applications. Similarly, BM70 develops the design strategy and vision for a hospital's expansion considering the future utilization of the hospital and integrating both design and construction considerations with operating and programming requirements.

Factor 2 (7)

Impacts on the funding, design, tendering, construction, and program deliverables for health care facility renovations/expansions. Responsible for leading a project team (e.g., develops work plans to ensure project team is held accountable) and managing the project budget and financial reporting. Financial responsibility includes, but is not limited to, design and construction; operating and programming costs; project team costs (accommodations/travel); and furniture, fixtures, and equipment fundraising. The projects managed by this position impact on the well-being of citizens by ensuring new facilities meet the programming needs of Saskatchewan Health Authority stakeholders. Responsible for the work of 7 staff and a capital project of approximately \$300 to \$500 million.

Factor 2 Rationale:

Similar to BM25 Senior Design Engineer (level 7), which impacts on provincial highway construction design standards, policies, and practices to ensure the long-term sustainability of the provincial highway system and infrastructure. While BM25 has less budget responsibility (i.e., influences expenditures of approximately \$100M), it has independent responsibility for provincial design standards impacting on the safety of the travelling public across the entire province (i.e., upgrading and improving provincial highways and airports) vs BM70 which impacts on health care services provided to patients and clients within an area of the province. On balance, the two are seen as equivalent.

The position's impact is less than BM21 Manager of Budget Review (level 8), which is responsible for the financial management process and budget review for a third of the government ministries and Treasury Board Crowns (e.g., ensures expenditure budgets and projected revenues are sufficient to accommodate ministry policies and program priorities). While budget responsibilities are comparable (i.e., \$200M in budget proposals vs \$300 - \$500M in project budgets), BM21 impacts on a greater segment of provincial ministries/crowns/programs impacting on citizens across the entire province vs this position which impacts on a smaller segment of the population, namely, citizens accessing/utilizing the health care facilities in specific areas of the province.